

Region 10 Office of Environmental Cleanup – Proposed Staffing

NAME (Last, First, Middle Initial)	POSITION TITLE	SERIES-GRADE
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SITE CLEANUP UNIT 3		ZEDC0000		
BLOCKER, SHAWN D.	SUPV PHYSICAL SCIENTIST	GS	1301	14
PETERSON, PIPER L.	LIFE SCIENTIST	GS	0401	13
HONG, CLAIRE L.	ENVIRONMENTAL PROTECTION SPECIALIST	GS	0028	13
SANGA, RAVI N.	ENVIRONMENTAL SCIENTIST	GS	1301	13
WALLACE, ERNEST J.	ENVIRONMENTAL ENGINEER	GS	0819	13
HALE, ELLEN D.	ENVIRONMENTAL ENGINEER	GS	0819	13
LANGTON, TAMARA J.	ENVIRONMENTAL PROTECTION SPECIALIST	GS	0028	13
CHRISTOPHER, ANNE E	PHYSICAL SCIENTIST	GS	1301	13
KOCH, KRISTINE M.	ENVIRONMENTAL ENGINEER	GS	0819	13
TAN, ROBERT S.	LIFE SCIENTIST	GS	0401	12/ FPL 13
VACANT	LIFE SCI/PHYS SCI/ENGINEER (RPM)	GS	401/1301/819	13

SITE CLEANUP UNIT 4		ZEDD0000		
EINAN, DAVID R.	SUPV ENVIRONMENTAL ENGINEER	GS	0819	14
CRAIG, HARRY D.	ENVIRONMENTAL ENGINEER	GS	0819	14
BUELOW, LAURA C.	ENVIRONMENTAL SCIENTIST	GS	1301	13
CERISE, KATHRYN S.	PHYSICAL SCIENTIST	GS	1301	13
CAMERON, CRAIG E.	ENVIRONMENTAL SCIENTIST	GS	1301	13
PONGKHAM SING, CHAN	LIFE SCIENTIST	GS	0401	13
LOBOS, RODRIGO A	ENVIRONMENTAL ENGINEER	GS	0819	13
BOTT, DUSTAN	LIFE SCIENTIST	GS	0401	13
HALSTEAD, SANDRA J.	BIOLOGIST	GS	0401	13
VACANT	LIFE SCI/PHYS SCI/ENGINEER (RPM)	GS	401/1301/819	13

Region 10
Reorganization Crosswalk

Rev. 1

Current Org Code	Current Acronym	Name	Current Position Title/Series/Grade	Proposed Position Title/Series/Grade	Empl ID	L, R, NC*	Notes
SAME: OFFICE OF ENVIRONMENTAL CLEANUP -- ZE000000 (NO CHANGE)							
ZE000000	ECL/IO	Bilbrey, Sheryl L.	Director, Office of Env Cleanup, ES-0340-00		20418	NC	
ZE000000	ECL/IO	Fleming, Sheila M.	Associate Director, Supv Program Spec, GS-0301-15	Depty Director, Supv Env Engineer, GS-0819-15	31030	R	PD change only. New PD and transcripts have been submitted to CSSC.
ZE000000	ECL/IO	Myers, Casey	Administrative Specialist, GS-0301-07		2335637	NC	Currently GS-07 with FPL of GS-09.
ZE000000	ECL/IO	Akiyama, Gail D.	Env Protection Spec, GS-0028-12		28820	NC	
ZE000000	ECL/IO	Hardin, Karen L.	Env Protection Assistant, GS-0029-07		17291	NC	
ZE000000	ECL/IO	Erikson, Linda	Management Analyst, GS-0343-13		33744	NC	Currently GS-12 with FPL of GS-13.
DISSOLVE: ASSESSMENT AND BROWNFIELDS UNIT -- ZEA00000 (DISSOLVE ORG, REALIGN POSITIONS INTO OTHER ORGS)							
SAME: EMERGENCY MANAGEMENT PROGRAM -- ZEB00000 (SAME ORG TITLE, POSITIONS REALIGNED INTO OTHER ORGS)							
ZEB00000	ECL/EMP	Terada, Calvin J.	Supv Phys Sci, GS-1301-15		17138	NC	
ZEB00000	ECL/EMP	Johnson, Jennifer S.	Budget Analyst, GS-0560-13		22079	NC	
ZEB00000	ECL/EMP	Smith, Sharon P.	Secretary, GS-0318-08		17195	NC	
SAME: EMERGENCY RESPONSE UNIT -- ZEBA0000 (NO CHANGE)							
ZEBA0000	ECL/ERU	Sheldrake, Beth	Supv Env Eng, GS-0819-14		17300	NC	
ZEBA0000	ECL/ERU	Rees, David S.	Env Sci, GS-1301-14		21498	NC	
ZEBA0000	ECL/ERU	Carr, Matthew O.	Biologist, GS-0401-13		3419	NC	
ZEBA0000	ECL/ERU	Whittier, Robert S.	Env Sci, GS-1301-13		29362	NC	
ZEBA0000	ECL/ERU	Zavala, Angelica	Env Eng, GS-0819-13		30122	NC	
ZEBA0000	ECL/ERU	Rodin, Jeffry A.	Env Sci, GS-1301-13		12660	NC	
ZEBA0000	ECL/ERU	Boykin, Michael T.	Env Sci, GS-1301-13		21478	NC	
ZEBA0000	ECL/ERU	Knowles, Nicholas K.	Emergency Mgmt Spec, GS-0089-13		32802	NC	
ZEBA0000	ECL/ERU	Becker, Dale C.	Phys Sci, GS-1301-13		27069	NC	
ZEBA0000	ECL/ERU	Magorrian, Matthew J.	Emergency Mgmt Spec, GS-0089-13		28829	NC	
ZEBA0000	ECL/ERU	Vacant	Emergency Mgmt Spec, GS-0089-13		N/A	NC	

*L-Realignment, R=Reassignment, NC=No Change.

**Region 10
Reorganization Crosswalk**

Rev. 1

Current Org Code	Current Acronym	Name	Current Position Title/Series/Grade	Proposed Position Title/Series/Grade	Empl ID	L, R, NC*	Notes
SAME: SPILL PREVENTION & REMOVAL UNIT -- ZEBB0000 (SAME ORG TITLE, POSITIONS ADDED)							
ZEBB0000	ECL/SPAR	Moon, Walbert	Supv Env Protection Spec, GS-0028-14		7841	NC	The incumbent currently supervises staff in technical series positions and will continue to do so under this reorganization. The series for this position will be re-evaluated when it becomes vacant.
ZEBB0000	ECL/SPAR	Nattis, Randy B.	Life Sci, GS-0401-13		25421	NC	
ZEBB0000	ECL/SPAR	Franklin, Richard R.	Env Sci, GS-1301-13		14582	NC	
ZEBB0000	ECL/SPAR	Ball, Stephen M.	Phys Sci, GS-1301-13		23379	NC	
ZEBB0000	ECL/SPAR	Parker, Mary K.	Env Sci, GS-1301-13		17057	NC	
ZEBB0000	ECL/SPAR	Sibley, Michael I.	Env Protection Spec, GS-0028-13		12473	NC	
ZEBB0000	ECL/SPAR	Fowlow, Jeffrey A.	Env Sci, GS-1301-13		27647	NC	
ZEBB0000	ECL/SPAR	Vanderboom, Eric J.	Phys Sci, GS-1301-13		30493	NC	
ZEBB0000	ECL/SPAR	Stanfield, Brooks J.	Life Sci, GS-0401-13		23725	NC	
ZEC00000	ECL/HPO	Tonel, Monica R.	Env Eng, GS-0819-13		17239	L	
ZEA00000	ECL/ABU	Perkins, Brandon N.S.	Env Protection Spec, GS-0028-12		22573	L	
ZEA00000	ECL/ABU	Marcy, Kenneth L.	Env Protection Spec, GS-0028-13		17179	L	
PROPOSED: LAND REVITALIZATION UNIT -- ZEB00000 (NEW ORG)							
ZEA00000	ECL/ABU	Vacant	Supv Env Protection Spec, GS-0028-14			L	
ZEA00000	ECL/ABU	Burgess, Deborah D.	Env Protection Spec, GS-0028-13		7726	L	
ZEA00000	ECL/ABU	Morales, Susan	Env Protection Spec, GS-0028-13		19824	L	
ZEA00000	ECL/ABU	Goolie, Mary K.	Env Protection Spec, GS-0028-13		15226	L	
ZEA00000	ECL/ABU	Griffith, Terri A.	Env Protection Spec, GS-0028-13		17247	L	
ZEB00000	ECL/EMP	Jamison, Myrna L.	Env Protection Spec, GS-0028-13		17063	L	
ZEB00000	ECL/EMP	Solis, Ricardo	Env Protection Spec, GS-0028-12		17297	L	
ZEB00000	ECL/EMP	Smith, Liz E.	Env Protection Spec, GS-0028-12		2334849	L	
PROPOSED: HANFORD PROJECT OFFICE -- ZEC00000 (DISSOLVE ORG AND REALIGN POSITIONS INTO OTHER ORGS)							

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**Region 10
Reorganization Crosswalk**

Rev. 1

Current Org Code	Current Acronym	Name	Current Position Title/Series/Grade	Proposed Position Title/Series/Grade	Empl ID	L, R, NC*	Notes
PROPOSED: REMEDIAL CLEANUP PROGRAM -- ZED00000 (NO CHANGE)							
ZED00000	ECL/RCP	Grandinetti, Carmela L.	Supv Env Protection Spec, GS-0028-15	Supv Env Engr, GS-0819-15	17300	NC	PD change only. New PD and transcripts have been submitted to CSSC.
ZED00000	ECL/RCP	Hiltner, Allison L.	Physical Sci, GS-1301-14		5396	NC	
ZED00000	ECL/RCP	Kershner, Lynne F.	Env Protection Spec, GS-0028-13		17368	NC	
ZED00000	ECL/RCP	Pendleton, ElizabethMae	Env Protection Spec, GS-0028-13		17028	NC	
ZED00000	ECL/RCP	Moore, Joanne M.	Env Protection Spec, GS-0028-13		4778	NC	
SAME: SITE CLEANUP UNIT 1 -- ZEDA0000 (NO CHANGE)							
ZEDA0000	ECL/SCU1	Philip, Jeffrey M.	Supv Life Sci, GS-0401-14		17342	NC	
ZEDA0000	ECL/SCU1	Moreen, Edward W.	Env Protection Spec, GS-0028-13		22468	NC	
ZEDA0000	ECL/SCU1	Jennings, Jeremy D.	Env Sci, GS-1301-13		17024	NC	
ZEDA0000	ECL/SCU1	McCauley, Anne L.	Env Protection Spec, GS-0028-13		23111	NC	
ZEDA0000	ECL/SCU1	Bottcher, Helen H.	Biologist, GS-0401-13		29292	NC	
ZEDA0000	ECL/SCU1	Grompe, Ashley A.	Env Eng, GS-0819-13		233732	NC	Currently GS-12 with FPL of GS-13.
ZEDA0000	ECL/SCU1	Prestbo, Kimberly M.	Env Sci, GS-1301-13		33101	NC	
ZEDA0000	ECL/SCU1	Williams, Jonathan D.	Env Sci, GS-1301-13		17405	NC	
SAME: SITE CLEANUP UNIT 2 -- ZEDB0000 (NO CHANGE)							
ZEDB0000	ECL/SCU2	Zhen, Davis	Supv Env Eng, GS-0819-14		22842	NC	
ZEDB0000	ECL/SCU2	DeMaria, Eva C.	Life Sci, GS-0401-13		18479	NC	
ZEDB0000	ECL/SCU2	Clark, Jocelyn G.	Env Eng, GS-0819-13		22649	NC	
ZEDB0000	ECL/SCU2	Meyer, Linda A.	Env Eng, GS-0819-13		13256	NC	
ZEDB0000	ECL/SCU2	Cora, Christopher R.	Env Protection Spec, GS-0028-13		3659	NC	
ZEDB0000	ECL/SCU2	Wilkening, Richard M.	Env Sci, GS-1301-13		15815	NC	
ZEDB0000	ECL/SCU2	Arthur, Bonnie A.	Env Sci, GS-1301-13		17747	NC	
ZEDB0000	ECL/SCU2	Tomten, Dave	Phys Sci, GS-1301-13		13367	NC	
ZEDB0000	ECL/SCU3	Chu, Rebecca A.	Physical Sci, GS-1301-13		22471	NC	
ZEDB0000	ECL/SCU3	Sheldrake, Sean A.	Env Eng, GS-0819-13		17340	NC	
ZEDB0000	ECL/SCU3	Vacant	Life Sci/Phys Sci/Engr, GS-0401/1301/0819-13		N/A	NC	

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**Region 10
Reorganization Crosswalk**

Rev. 1

Current Org Code	Current Acronym	Name	Current Position Title/Series/Grade	Proposed Position Title/Series/Grade	Empl ID	L, R, NC*	Notes
SAME: SITE CLEANUP UNIT 3 -- ZEDC0000 (NO CHANGE)							
ZEDC0000	ECL/SCU3	Blocker, Shawn D.	Supv Phys Sci, GS-1301-14		20519	NC	
ZEDC0000	ECL/SCU3	Peterson, Piper L.	Life Sci, GS-0401-13		16371	NC	
ZEDC0000	ECL/SCU3	Hong, Claire L.	Env Protection Spec, GS-0028-13		18499	NC	
ZEDC0000	ECL/SCU3	Hale, Ellen D.	Env Eng, GS-0819-13		16994	NC	
ZEDC0000	ECL/SCU3	Sanga, Ravi N.	Env Sci, GS-1301-13		20344	NC	
ZEDC0000	ECL/SCU3	Wallace, Ernest J.	Env Eng, GS-0819-13		16393	NC	
ZEDC0000	ECL/SCU3	Langton, Tamara J.	Env Protection Spec, GS-0028-13		17242	NC	
ZEDC0000	ECL/SCU3	Koch, Kristine M.	Env Eng, GS-0819-13		17100	NC	
ZEDC0000	ECL/SCU3	Christopher, Anne E.	Phys Sci, GS-1301-13		29150	NC	
ZEDC0000	ECL/SCU3	Tan, Robert S.	Life Sci, GS-0401-13		32660	NC	Currently GS-12 with FPL of GS-13.
ZEDC0000	ECL/SCU3	Vacant	Life Sci/Phys Sci/Engr, GS-0401/1301/0819-13		N/A	NC	

PROPOSED: SITE CLEANUP UNIT 4 -- ZEDD0000 (NEW ORG)							
ZEC00000	ECL/HPO	Einan, David R.	Supv Env Eng, GS-0819-14		17056	L	
ZEC00000	ECL/HPO	Craig, Harry D.	Env Eng, GS-0819-14		16259	L	
ZEC00000	ECL/HPO	Cerise, Kathryn S.	Phys Sci, GS-1301-13		18398	L	
ZEC00000	ECL/HPO	Cameron, Craig E.	Env Sci, GS-1301-13		17180	L	
ZEC00000	ECL/HPO	Lobos, Rodrigo A.	Env Eng, GS-0819-13		24743	L	
ZEC00000	ECL/HPO	Buelow, Laura C.	Env Sci, GS-1301-13		27178	L	
ZEC00000	ECL/HPO	Halstead, Sandra J.	Biologist, GS-0401-13		12430	L	
ZEC00000	ECL/HPO	Pongkhamsing, Chan	Life Sci, GS-0401-13		27567	L	
ZEC00000	ECL/HPO	Bott, Dustan	Life Sci, GS-0401-13		27698	L	
ZEC00000	ECL/HPO	Vacant	Life Sci/Phys Sci/Engr, GS-0401/1301/0819-13		N/A	L	

*L-Realignment, R=Reassignment, NC=No Change.

EPA ORGANIZATION CODE CHANGE REQUEST FORM

(11/2015 Edition)

Proposed Effective Date: June19, 2018

REGION/AASHIP: Region 10, Office of Environmental Cleanup

Instructions: Please complete the Organization code change form and forward it as part of the final reorganization package (without the examples). All requested changes will be reviewed by the agency's reorganization team for conformity with system code change procedures. Failure to provide this information may delay processing of this request. There must be **one line** for each Type of Change. Deleted organizations will be inactivated and the Current Organization Name and Organization Code needs to be provided. New organizations start at Type of Change with "New Organization" and fill in the rest to the right. Please provide the City and State, "Duty Location" of the new organization. When Renaming organizations, if it changes in the organizational level then that organization can not be changed. It needs to be listed as a Delete and a New Organization created with the new name. Renamings stay at the same level in the organization heirarchy.

CURRENT ORGANIZATION NAME ¹	CURRENT ORG CODE ²	TYPE OF CHANGE (click on the cell drop down for change type)	NEW ORGANIZATION NAME ¹	NEW ORG CODE ² (optional)	New Org CITY	New Org STATE
ASSESSMENT & BROWNFIELDS UNIT 1	ZEA00000	Delete Org				
HANFORD PROJECT OFFICE	ZEC00000	Delete Org				
		New Org	SITE CLEANUP UNIT 4	ZEDD0000	Seattle	WA
		New Org	LAND REVITALIZATION UNIT	ZEBC0000	Seattle	WA
NOTE:						
1 Organization Name is a 37 characters field. If the new description is longer than that it will be abbreviated.						
2 Organization Code is a 8 character field in Alpha/Numeric format.						
RED - Delete Org, BLUE - Rename Org, GREEN - New Org						

Message

From: Kanet, Audrey [kanet.audrey@epa.gov]
Sent: 2/23/2018 4:38:27 PM
To: Vaughan, Pat [Vaughan.Pat@epa.gov]
Subject: RE: Las Vegas VERA/VSIP Information
Attachments: EPA Las Vegas SSC and ORD Lab Shutdown Targeted Pos V-V DRAFT.XLSX; Additional Required Information for V-V DRAFT.DOCX; LV-ORD Business Case 2-21-18 ver 2.docx; Vegas_2018-02-12 with edits.xlsx



Pat,

I don't know if they want more detail in this without more guidance. I'm attaching the first 2 attachments, completed as a draft. However, the business case does refer to relocating ORD staff to Athens, GA. Is that true? That's different from what I'd heard before.

I'm also attaching the spreadsheet with the retirement eligibility dates and the Vegas roster in case you want to review the figures I provided. The estimate of 3 accepting VERA have to do with proximity to the actual retirement date. I don't know if there's a better way to estimate.

Thanks!

Audrey Kanet

U.S. EPA | ORD | OARS | HRD
Management & Program Analyst
26 Martin Luther King Dr W, Cincinnati, OH 45220
Phone: (513) 487-2098

From: Vaughan, Pat
Sent: Friday, February 23, 2018 8:20 AM
To: Kanet, Audrey <kanet.audrey@epa.gov>
Subject: FW: Las Vegas VERA/VSIP Information
Importance: High

After re-reading her email, I guess they want us to go ahead and fill out the requesting info on the first two attachments now. Can you take a first crack at that?

Pat Vaughan
Director, Human Resources Division
ORD/Office of Administrative and Research Support
919-541-4912

Ex. 6 - Personal Privacy (cell)

<https://> Ex. 6 - Personal Privacy

From: Hunt, Loretta
Sent: Thursday, February 22, 2018 7:42 PM
To: Vaughan, Pat <Vaughan.Pat@epa.gov>; Bonner, Jerome <Bonner.Jerome@epa.gov>
Cc: Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>; Carter, Rick <Carter.Rick@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Helm, Arron <Helm.Arron@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>

Subject: Las Vegas VERA/VSIP Information

Importance: High

Pat/Jerome,

The following are attached for your review, concurrence and/or completion:

1. Draft business case (Word)
2. Additional required information (Word)
3. Targeted Position Chart (Excel)

Debbi and I have already notified OPM. We are scheduled to talk to OMB next week. We will follow-up with a budget information request once we speak to OCFO and OMB.

Let me know if you have any questions or concerns. Thanks.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

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EPA Business Cases and Budget Projections

I. Introduction

EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: delayering to increase supervisor to staff ratio; consolidation or reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices).

For all positions covered by EPA's request, if a position is vacated under VERA/VSIP the organization must restructure the position as follows before refilling the position:

- Change from supervisory to non-supervisory.
- Decrease the grade and/or full performance level (i.e., at least one grade level lower than the current position).
- Change the series of the position.
- Significantly change the duties of the position (at least 25%) if the series and grade are to remain the same (i.e., the incumbent who vacated could not be expected to learn how to perform these new duties within a reasonable amount of time. The servicing Human Resources Shared Service Center will determine if the change in duties are significant.

This is the same criteria the agency uses when tracking post-VERA/VSIP hires to ensure programs and regions are adhering to the plans they put forth to reshape their workforce.

If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

Summary of Agency-wide Costs and Savings:

	FY 2017	FY 2018	FY 2019
Agency-wide Direct Costs	\$48,229,252		
Agency-wide Savings		\$129,680,961	\$77,342,826

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.
2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.
3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.
4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO, as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 139 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 139 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 65 positions in AO. All positions that are offered VERA/VSIP, with the exception of one SL level position which will be eliminated, will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements – up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority.

These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 65.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 65. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is 65. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level except one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed, at the lowest grade level possible for specific skillsets that are not available within the agency. These recruitments will include the restructured positions which will decrease the total number of non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
65 of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool \$64.09 x 240 x 65 of Targeted Positions}	\$999,804
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate

A. Pre-VERA/VSIP Annual Payroll Cost	\$61,147,000	\$61,147,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$52,482,032	\$52,482,032
E. Payroll for 64 New Hires	\$1,886,976	\$3,773,952
F. Payroll Savings for 65 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$6,777,992	\$4,891,016
G. Pre-VERA/VSIP Annual WCF Cost	\$4,034,000	\$4,034,000
H. Post VERA/VSIP Annual WCF Cost	\$3,417,020	\$3,417,020
I. WCF for 64 New Hires	\$303,744	\$607,488
J. WCF Savings for 65 VERA/VSIP Targeted Positions (J = G – H – I)	\$313,236	\$9,492
Projected Savings with VERA/VSIP (F + J)	\$7,091,228	\$4,900,508

Notes:

A. Cost based on OA's FY 2017 Operating Plan payroll calculations.

D. Hourly rate of \$64.09 based on the average of a GS-13/14/15 step 6 times 2080 hours times 65 target positions.

E. Hourly rate of \$28.35 based on the average of a GS-7/9/11 step 3 times 2080 times 64 new hires (eliminating 1 position); Assumes new hires will onboard mid-year in FY 18

F. F = A - B - C - D - E

G. OA's WCF allocation in the FY 2017 Operating Plan

H. Based on OA's FY 2017 Operating Plan WCF costs; assumes \$9,492 per person; 65 targeted positions

I. Used \$9,492 WCF cost per person (64 new hires -- eliminated 1 position); Assumes new hires will onboard mid-year in FY 18

J. J = G - H - I

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the

systems and who must be able to produce and interpret data reports. As the demands of mission support functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitute 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. A – B – C – D - E
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)
- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.
- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.
 - Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
 - Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
 - Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus, the combination of VERA and VSIP provides the greatest likelihood for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 98 x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 of Targeted Positions for VERA, Optional Retirement or Resignation {\$64.86* x 240 x 98 of Targeted Positions}	\$ 1,525,507
Total Maximum Direct Costs	\$ 3,975,507

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$99,580,367	\$99,580,367
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost (A-(98 Targeted Positions*\$145,000)	\$86,789,387	\$87,262,394

E. Payroll for 84 New Hires	\$2,810,070	\$5,646,460
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,980,910	\$6,671,513
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires (assumes half of WCF costs mid-year in FY 18 - \$4,113 * 84 and full costs \$8,226 * 84 in FY 19)	\$345,492	\$690,984
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$460,656	\$115,164
Projected Savings with VERA/VSIP (F+J)	\$10,441,566	\$6,786,677

Calculation Notes:

A – FY 2017 Payroll amount.

B/C – VERA/VSIP Payout and Leave Payout Costs occur in FY 2017.

D – 145,000 is the estimated average cost of FTE

E – Assume a GS-09, Step 1 with 20% added to cover the cost of benefits.

H - Total is Pre-VERA/VSIP Annual WCF Cost – (98 Targeted Positions x \$8,226).

I – For FY 2018 assumes new hires are only funded for ½ of the year at \$4,113.

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.
- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill

mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
27 Targeted Positions for VSIP x \$25,000	\$675,000
Annual Leave Pay Out for 27 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$321,797
Total Maximum Direct Costs	\$996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$41,371,000	\$41,371,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$38,572,747	\$38,572,747
E. Payroll for 7 New Hires	\$362,737	\$725,473
F. Payroll Savings for 20 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,435,516	\$2,072,780
G. Pre-VERA/VSIP Annual WCF Cost	\$2,203,170	\$2,203,170
H. Post VERA/VSIP Annual WCF Cost	\$2,010,660	\$2,010,660
I. WCF for 7 New Hires	\$24,955	\$49,910
J. WCF Savings for 27 VERA/VSIP Targeted Positions (J = G – H – I)	\$167,555	\$142,600
Projected Savings with VERA/VSIP (F + J)	\$2,603,071	\$2,215,380

A - Based on payroll allocation from FY17 Enacted Budget for OCFO.

E - Assumes that new hires in FY 2018 will be onboard for ½ year. Calculation is based on a GS-12 Step 10 (for 2017 in Washington DC). The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

G - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,130 each per 309 on-board personnel.

H - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and in FY18 is estimated at \$7,130 per 282 on-boards (309- 27 VERA/VSIP departures = 282 remaining).

I - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and in FY18 is estimated at 7 new hires for half a year (\$24,955); and in FY19 is estimated at 7 new hires for a full year (\$49,910).

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work

of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.

- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401Biologist. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached.)

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
50 of Targeted Positions for VSIP x \$25,000	\$1,250,000
Annual Leave Pay Out for 50 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step (<i>GS 13 Step 5 - \$66.49</i>) of the targeted pool x 240 x 50 of Targeted Positions}	\$797,880
Total Maximum Direct Costs	\$2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$133,784,000	\$133,784,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$126,869,040	\$126,869,040
E. Payroll for 47 New Hires	\$3,250,027	\$6,500,053

F. Payroll Savings for 50 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$3,664,933	\$414,907
G. Pre-VERA/VSIP Annual WCF Cost	\$8,081,000	\$8,081,000
H. Post VERA/VSIP Annual WCF Cost	\$7,732,500	\$7,732,500
I. WCF for 47 New Hires	\$163,795	\$327,590
J. WCF Savings for 50 VERA/VSIP Targeted Positions (J = G – H – I)	\$184,705	\$20,910
Projected Savings with VERA/VSIP (F + J)	\$3,849,638	\$435,817

Table A

Assumes 50 Targeted Positions at buyouts of \$25,000

Assumes leave payout of 240 hours for all 50 Targeted Positions at a fully loaded average salary rate of a GS 13 Step 5 (\$66.49)

Table B

- A. Assumes FY 17 Enacted Payroll for RPIO 20.
- B. VERA/VSIP payout takes place in FY 17 and does not impact FY 18 or FY 19.
- C. VERA/VSIP leave payout takes place in FY 17 and does not impact FY 18 or FY 19.
- D. Assumes annual payroll cost of annual salary of eligible positions (GS-13 Step 5 - \$138,299) x 50 positions = \$6,914,960.
- E. Assumes payroll for 47 new hires at GS-13 Step 5 \$138,299 * 47. FY 17 costs assume hiring in April 2018.
- F. A – B – C – D – E
- G. Assumes FY 17 Enacted WCF for RPIO 20.
- H. Assumes savings of \$348,500 – annual WCF cost / FTE of \$6,970 * 50 maximum offers
- I. Assumes annual WCF cost for 47 new hires of \$139,400 – annual WCF cost / FTE of \$6,970 * 47 new hires. FY 17 costs assume hiring in April 2018.
- J. G – H – I

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented

by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure two information-security positions and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
51 Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for 51 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate of \$64.63 based on the average grade and step (GS 14/7) of the targeted pool x 240 x 51 Targeted Positions}	\$ 791,070
Total Maximum Direct Costs	\$2,066,070

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$0	\$0

C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for 25 New Hires	\$2,287,500	\$4,575,000
F. Payroll Savings for 51 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$7,045,500	\$4,758,000
G. Pre-VERA/VSIP Annual WCF Cost	\$3,896,200	\$3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$3,503,500	\$3,503,500
I. WCF for 25 New Hires	\$96,250	\$192,500
J. WCF Savings for 51 VERA/VSIP Targeted Positions (J = G – H – I)	\$296,450	\$200,200
Projected Savings with VERA/VSIP (F + J)	\$7,341,950	\$4,958,200

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. No cost in FY 2018 or FY 2019.
- C. No cost in FY 2018 or FY 2019.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).
- E. Assumes hiring of 25 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 25 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be or otherwise align the

positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	30	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, especially in technical fields, OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible.

We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for 30 of Targeted Positions for VERA, Optional Retirement or Resignation {\$60.83 x 240 x 30}	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Note: Hourly rate based on the average grade and step (14/5) of the targeted pool per OPM's locality pay salary table for Washington, DC: https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB_h.pdf

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 56,623,657	\$ 56,623,657
B. VERA/ VSIP Payout Cost	\$ 0	\$ 0
C. Leave Payout Cost	\$ 0	\$ 0
D. Post VERA/VSIP Annual Payroll Cost	\$ 52,814,917	\$ 52,814,917
E. Payroll for 30 New Hires	\$ 1,093,134	\$ 2,186,267
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$ 2,715,606	\$ 1,622,473
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2,886,315	\$ 2,886,315
H. Post VERA/VSIP Annual WCF Cost	\$ 2,612,235	\$ 2,612,235
I. WCF for 30 New Hires	\$ 137,034	\$ 274,080
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 137,046	\$ 0
Projected Savings with VERA/VSIP (F + J)	\$ 2,852,652	\$ 1,622,473

- A. Estimate based on FY 2017 straight-line payroll projection for the year as of July 3, 2017. Does not factor in a cost of living increase, attrition, or unprocessed cash awards.
- D. Post V/V annual payroll cost based on savings of EPA HQ GS-14/5 base yearly salary for 30 positions (\$126,958 X 30 = \$3,808,740), per OPM's locality pay salary table for Washington, DC: <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB.pdf>. This calculation does not include an estimate of savings on benefits.
- E. FY18 calculations include the base salary (not benefits) of 30 new hires across EPA HQ and EPA RTP onboard for ½ year:
- 3 GS-9 Step 1 in HQ at \$27,486 per person; 3 GS-9 Step 1 in RTP at \$25,739 per person
 - 4 GS 11 Step 1 in HQ at \$33,255 per person; 4 GS 11 Step 1 in RTP at \$31,141 per person
 - 4 GS 12 Step 1 in HQ at \$39,860; 4 GS 12 Step 1 in RTP at \$37,326
 - 4 GS 13 Step 1 in HQ at \$47,398; 4 GS 13 Step 1 in RTP at \$44,385
 - Estimated total salary for new hires at ½ year for HQ = \$564,510 and RTP = \$528,624.
- FY19 calculations include the base salary of 30 new hires from FY 2018 across EPA HQ and EPA RTP onboard for 1 year:
- 3 GS-9 Step 1 in HQ at \$54,972 per person; 3 GS-9 Step 1 in RTP at \$51,477 per person
 - 4 GS 11 Step 1 in HQ at \$66,510 per person; 4 GS 11 Step 1 in RTP at \$62,282 per person
 - 4 GS 12 Step 1 in HQ at \$79,720; 4 GS 12 Step 1 in RTP at \$74,652
 - 4 GS 13 Step 1 in HQ at \$94,796; 4 GS 13 Step 1 in RTP at \$88,770

- Estimated total salary for new hires at one year for HQ = \$1,129,020 and RTP = \$1,057,247.
- H. Average annual WCF cost per person is \$9,136, for a 12-month period (\$761.30 monthly cost), based on May 2017 usage.
- I. Assumes 30 new hires will be on board for ½ of the year in FY 2018 (\$761.30 x 6 months x 30 hires) and a full year in FY 2019 (\$9,136.00 x 30 hires).

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments that are routine and/or may be of a sensitive nature.	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in

the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP	
2 of Targeted Positions for VSIP x \$25,000	\$ 50,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 2 of Targeted Positions}	\$ 40,685
Total Maximum Direct Costs	\$ 90,685

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$39,738,600	\$39,738,600
B. VERA/ VSIP Payout Cost		
C. Leave Payout Cost		
D. Post VERA/VSIP Annual Payroll Cost	\$39,381,990	\$39,381,990
E. Payroll for 1 New Hires	\$42,234	\$84,468
F. Payroll Savings for 2 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$314,376	\$272,142
G. Pre-VERA/VSIP Annual WCF Cost	\$1,979,007	\$1,979,007
H. Post VERA/VSIP Annual WCF Cost	\$1,961,007	\$1,961,007
I. WCF for 1 New Hires	\$4,500	\$9,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$13,500	\$9,000
Projected Savings with VERA/VSIP (F + J)	\$327,876	\$281,142

Assumptions:

- A. Payroll based on FY 2017 Op Plan
- B. VERA VSIP Payout – assumes payout will occur in FY17

- C. Leave Payout Cost – assumes payout will occur in FY17
- D. Post VERA VSIP payroll removes cost for a GS-12/6 (\$93,008) and SL position \$187,000. The positions include a 27% benefits rate
- E. New Hire GS-11/1 (\$66,510) plus a 27% benefits rate for ½ yr for FY18 and full year cost in FY19
- F. No assumption: Calculation
- G. Pre VERA/VSIP WCF Cost based on FY 2017 Op Plan authority
- H. Post VERA/VSIP WCF cost reduces the Pre-VERA/VSIP cost by \$ (\$9K per person)
- I. WCF new hire assumes WCF cost for ½ year in FY18 and full year in FY19
- J. No assumption: Calculation

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignments within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

Office of International and Tribal Affairs
Updated: Friday, June 30, 2017

Table A – Direct Costs for VERA/VSIP – FY 2017	
5 Targeted Positions for VSIP x \$25,000	\$ 125,000

Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 5 Targeted Positions}	\$ 73,000
Total Maximum Direct Costs	\$ 198,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 12,221,150	\$ 12,221,150
B. VERA/ VSIP Payout Cost	\$ 0	\$ 0
C. Leave Payout Cost	\$ 0	\$ 0
D. Post VERA/VSIP Annual Payroll Cost	\$ 11,414,954	\$ 11,414,954
E. Payroll for 5 New Hires	\$ 174,542	\$ 349,085
F. Payroll Savings for 5 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 631,654	\$ 457,111
G. Pre-VERA/VSIP Annual WCF Cost	\$ 552,500	\$ 552,500
H. Post VERA/VSIP Annual WCF Cost	\$ 516,750	\$ 516,750
I. WCF for 5 New Hires	\$ 17,875	\$ 35,750
J. WCF Savings for 5 VERA/VSIP Targeted Positions (J = G – H – I)	\$ 17,875	\$ 0
Projected Savings with VERA/VSIP (F + J)	\$ 649,529	\$ 457,111

Table B – Estimated Savings Assumptions

- Line A Payroll costs are calculated on OITA's workforce salary and benefits as of May 15 plus projected step increases for remainder of FY 2017. (No COLA projected in FY18 though 1.9% in FY19)
- Line B No additional VERA / VSIPs projected
- Line C No additional Leave Payout Cost projected
- Line D Average G14/S5 [Sal & Ben (27%)] for Targeted Positions
- Line E Projected on-boarding April 2018; Average G9/S1 [Sal & Ben (27%)] for New Hires
- Line H Projected FY 2018 WCF FTE costs is \$7,150/year; no projected increase to per year cost factor
- Line I Projected on-boarding April 2018

XI. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;

- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;
- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools

and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Office of Land and Emergency Management

(June 30, 2017 updated VERA/VSIP Tables)

Table A – Direct Costs for VERA/VSIP	
94 of Targeted Positions for VSIP x \$25,000 (94 offers)	\$2,350,000
Annual Leave Pay Out for 94 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 94 of Targeted Positions} (Assumptions: 94 offers at an hourly rate of a GS-13/5 (DC locality) + 15% benefit [does not include health benefits])	\$1,335,597
Total Maximum Direct Costs	\$3,685,597

Table B – Estimated Savings for FY 2018 through FY 2019 (assumptions list below)		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$82,712,000	\$82,712,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$69,583,443	\$69,583,443
E. Payroll for # New Hires	\$3,358,789	\$6,717,578
F. Payroll Savings for 94 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,769,768	\$6,410,979
G. Pre-VERA/VSIP Annual WCF Cost	\$15,702,000	\$15,702,000
H. Post VERA/VSIP Annual WCF Cost	\$15,044,000	\$15,044,000
I. WCF for # New Hires	\$329,000	\$658,000
J. WCF Savings for 94 VERA/VSIP Targeted Positions (J = G – H – I)	\$329,000	\$0
Projected Savings with VERA/VSIP (F + J)	\$10,098,768	\$6,410,979

Assumptions for Table B

- A: FY18 & assume FY 2017 Enacted Payroll for OLEM HQ (to allow for comparison)
 B: '18 & '19 \$0 as per instructions
 C: '18 & '19 \$0 as per instructions
 D: '18 & '19 assumes savings of \$13,128,557 (94 offers at GS-13/5 DC locality + 30% benefits costs)
 E: '18 assumes 94 rehires at the GS-9/1 DC locality + 30% benefits for ½ year
 '19 assumes all 94 are on board for full year (other assumptions the same)
 F: '18 & '19 applies formula
 G: '18 & '19 assume FY 17 WCF BOC 38 for OLEM HQ (total)
 H: '18 & '19 assumes 94 offers leave at \$7000/offer
 I: '18 assumes 94 new hires at ½ year at \$7000/hire
 '19 assumes 94 new hires at full year at \$7000/hire
 J: '18 & '19 applies formula
 Total savings = formula

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Restructured positions will allow ORD the opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the

footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in LV, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. Given the pool of available candidates across our offices, ORD would like to request the flexibility to increase (or decrease) the offer number in one or more categories if necessary, with the understanding that the overall cap of 183 cannot be exceeded. ORD will not have any changes to its organizational chart (attached) as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,605,480

Table B – Estimated Savings for FY 2018 through FY 2019
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	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$265,438,372	\$265,438,372
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$231,738,922	\$231,738,922
E. Payroll for # New Hires	\$10,876,788	\$21,753,576
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$22,822,662	\$11,945,874
G. Pre-VERA/VSIP Annual WCF Cost	\$10,560,825	\$10,560,825
H. Post VERA/VSIP Annual WCF Cost	\$9,412,500	\$9,412,500
I. WCF for # New Hires	\$1,315,496	\$1,148,325
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	(\$167,171)	\$0
Projected Savings with VERA/VSIP (F + J)	\$22,655,491	\$11,945,874

Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate for the targeted pool is \$69 x 183 max (cap) x 240 hours = \$3,030,480

Table B:

A: Amounts of PC&B for ORD as of FY17

B: Assumes that no VERA/VSIP payout will take place in FY18 or FY19.

C: Assumes that no leave payout will take place in FY18 or FY19.

D: Amounts of PC&B estimated for cap of 183 leaving with \$145,000 average salary and 27% benefits % of PC&B estimate across EPA, so (Line A) - (183 X \$145,000 X 127%) = \$231,728,922 for FY18 and the same for FY19.

E: We estimate 183 new hires/restructured positions at an average hourly rate of \$45/hour, with 27% benefits. We assume the new hires work half the year for FY18 and all FY19, so, (183 X \$45 X 2080 X 127% X 50%) for FY18, and double for FY19.

G: The \$6275 WCF cost/year/person for FY17 for ORD FTE times 1683 FTE FY18/FY19 is: (1683 X \$6275) = \$10,560,825.

H: \$6275 WCF cost/year/person for FY17. Assuming 183 depart, (Line G) - (\$6275 X 183) = \$9,412,500 FY18/FY19.

I: \$6275 WCF cost/year/person for FY17. Additional one-time background check costs are \$4051/employee. For 183 new hires, working a half year in FY18 and all FY19, cost is (\$6275 X 50% X 183) + (\$4051 X 183) for FY18 and (\$6275 X 183) = for FY19.

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.

- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish or Reclassify Positions

- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
Annual Leave Pay Out for 30 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions}	\$470,098
Total Maximum Direct Costs	\$1,220,098

- Annual Leave payout is calculated based on the average grade and step for the target pool:
 - Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$
 - Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$75.77 \times 240 = \$18,185 \times 11 = \$200,033$
 - Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$
 - Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$
 - The total leave payout is the sum of $\$20,342 + \$200,033 + \$135,261 + \$114,462 = \$470,098$
- The total maximum direct cost is the sum of $\$750,000 + \$470,098 = \$1,220,098$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,832,000	\$92,832,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost (pre-VERA/VSIP payroll cost- payroll for 30 targeted positions)	\$87,314,227	\$87,314,227
E. Payroll for 15 New Hires (assumes 15 FTEs external to OW by mid-year in FY18)	\$634,473	\$1,268,946
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,883,300	\$4,248,827
G. Pre-VERA/VSIP Annual WCF Cost	\$5,914,224	\$5,914,224
H. Post VERA/VSIP Annual WCF Cost	\$5,619,984	\$5,619,984
I. WCF for 15 New Hires (assumes half of WCF costs for FY18; full WCF for FY19)	\$73,560	\$147,120
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$220,680	\$147,120

Projected Savings with VERA/VSIP (F + J)	\$5,103,980	\$4,395,947
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A. Pre VERA/VSIP costs are based on the 2017 Opplan payroll.

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Post VERA/VSIP annual payroll is pre-VERA/VSIP payroll minus the payroll costs for 30 targeted positions. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered.

$$SL \quad \$176,303 \times 1 = \$176,303$$

$$GS \ 15/7 \quad \$158,123 \times 11 = \$1,739,353$$

$$GS \ 14/6 \quad \$130,692 \times 9 = \$1,176,228$$

$$GS \ 13/6 \quad \$110,595 \times 9 = \$995,355$$

$$\text{Total payroll costs for targeted VERA/VSIP positions} = \$4,087,239 + 35\% = \$5,517,773$$

$$\text{Post VERA/VSIP annual payroll} = \$92,832,000 - \$5,517,773 = \$87,314,227$$

E. Assumes new hires will be on board for half of FY18 and the entirety of FY19. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits.

$$GS \ 9/1 \quad \$54,972 \times 5 = \$274,860 \times .5 = \$137,430$$

$$GS \ 11/1 \quad \$66,510 \times 10 = \$665,100 \times .5 = \$332,550$$

$$E \ (FY19). \ \$274,860 + \$665,100 = \$939,960 + .35 = \$1,268,946$$

$$E \ (FY18). \ \$939,960 \times .5 = \$469,980 + .35 = \$634,473$$

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$634,473 = \$4,883,300$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$1,268,946 = \$4,248,827$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$9,808 \times 603 \text{ on-boards} = \$5,914,224$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$9,808 \times 30 &= \$294,240 \\ \$5,914,224 - \$294,240 &= \$5,619,984 \end{aligned}$$

I. Working Capital Fund costs assume new hires will be on board for half of FY18 and the entirety of FY19.

(FY18). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access. Cost for 6 months is \$4,904. $\$4,904 \times 15 = \$73,560$

I (FY19). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access, times the targeted new hires. $\$9,808 \times 15 = \$147,120$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$73,560 = \$220,680$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$147,120 = \$147,120$$

FY18 Projected Savings with VERA/VSIP. $\$4,883,300 + \$220,680 = \$5,103,980$

FY19 Projected Savings with VERA/VSIP. $\$4,248,827 + \$147,120 = \$4,395,947$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven.

Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$86,525,000	\$86,525,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$80,953,776	\$80,953,776
E. Payroll for 25 New Hires	\$1,500,000	\$3,000,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,071,224	\$2,571,224
G. Pre-VERA/VSIP Annual WCF Cost	\$2,774,000	\$2,774,000

H. Post VERA/VSIP Annual WCF Cost	\$2,630,000	\$2,630,000
I. WCF for 25 New Hires	\$50,000	\$100,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$94,000	\$44,000
Projected Savings with VERA/VSIP (F + J)	\$4,165,224	\$2,615,224

Table A:

Assumed maximum carryover and leave to date of calculation and assumed some used average 320 annual leave hours times hourly rate at step 10 of grade

Table B:

A: This is the Annual Payroll Cost per Bas v. 1 for Region 1

D: Assumed the Step 10 for each grade level targeted

E: Assumed \$120,000 pay for 25 new hires/restructured positions

H & I: Annual WCF costs \$ 4,000 per position

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

- Consolidate and streamline functions/activities/reduce number of programs.
- Restructure or reduce highly-graded supervisory or non-supervisory positions.
- Consolidate or Reduce Administrative or Support Functions.

The estimated number of employees expected to take early retirement is eight to 10. This assumes that 1) a majority but not all of slots will be taken; and 2) employees eligible for regular retirement will have service computation dates that have the effect of precluding some offers to less senior VERA-eligible applicants. Region 2 intends for employees in targeted positions to be included in the offer pool regardless of whether they are eligible for VSIP and regular retirement, VERA/VSIP, or VSIP only.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP

30 Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate of based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Notes:

* Annual leave payouts based on an average hourly rate of \$52.805 and 320 hours of leave for each employee who takes the VV.

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 121,683,000	\$ 121,683,000
B. VERA/ VSIP Payout Cost	\$ -	\$ -
C. Leave Payout Cost	\$ -	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 117,207,977	\$ 117,207,977
E. Payroll for 15 New Hires	\$ 577,588	\$ 1,155,177
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 3,897,435	\$ 3,319,846
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,887,000	\$ 3,887,000
H. Post VERA/VSIP Annual WCF Cost	\$ 3,767,000	\$ 3,767,000
I. WCF for 15 New Hires	\$ 30,000	\$ 60,000
J. WCF Savings for 15 VERA/VSIP Targeted Positions (J = G – H – I)	\$ 90,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 3,987,435	\$ 3,379,846

Notes:

- A. 2018 Pre-VV Annual Payroll Cost based on current FY 2017 payroll costs.
- B. VV payout takes place in FY 17 and does not impact FY 18 or FY 19.
- C. Leave payout takes place in FY 17 and does not impact FY 18 or FY 19.
- D. Projected payroll costs based on current FY 17 salaries.
- E. Payroll for New Hires assume the 15 positions identified for restructuring will be filled within 6 months for FY 2018 and will be charging the entire FY for FY 2019.
- G. For WCF savings and hires, \$4,000 used per position.
- H. For WCF savings and hires, \$4,000 used per position.
- I. WCF for New Hires assume the 15 positions identified for restructuring will be filled within 6 months for FY 2018 and will be charging the entire FY for FY 2019.

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delaying.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades.

Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 interdisciplinary scientists at the GS-07/09/11/12 level who can be reassigned to new functions to fill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate filling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
159 of Targeted Positions for VSIP x \$25,000	\$ 3,975,000
Annual Leave Pay Out for 159 of Targeted Positions for VERA, Optional Retirement or Resignation {\$51.65 based on the GS-13/6 of the targeted pool x 240 x 159 of Targeted Positions}	\$ 1,970,964
Total Maximum Direct Costs	\$ 5,945,964

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$112,875,000	\$112,875,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$95,737,344	\$95,737,344
E. Payroll for 124 New Hires	\$7,440,000	\$14,880,000
F. Payroll Savings for 159 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,697,656	\$2,257,656
G. Pre-VERA/VSIP Annual WCF Cost	\$4,196,547	\$4,196,547
H. Post VERA/VSIP Annual WCF Cost	\$3,343,830	\$3,343,830
I. WCF for 124 New Hires	\$332,506	\$665,012
J. WCF Savings for 159 VERA/VSIP Targeted Positions (J = G – H – I)	\$520,211	\$187,705
Projected Savings with VERA/VSIP (F + J)	\$10,217,867	\$2,445,361

Footnotes

1. Table A – Hourly rate (\$51.65) of a GS-13/6 X 240 X 159 (# of targeted positions)

2. Table B – Row D – Yearly salary (\$107,784) of a GS-13/6 x 159 = \$17,137,656 subtracted from \$112,625,000
3. Table B- Row E—Assumes \$120,000 pay x 124 rehires/restructured positions
4. Table B – Row G - \$5,363/per person X 782.5 FTE
5. Table B- Row I - \$5,363 X 124 rehires/restructured positions

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding

experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP – Region 4	
25 of Targeted Positions for VSIP x \$25,000	\$ 625,000
Annual Leave Pay Out for 25 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 25 of Targeted Positions}	\$ 284,114
Total Maximum Direct Costs	\$909,114

Table B – Estimated Savings for FY 2018 through FY 2019 – Region 4		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$130,535,000	\$130,535,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$126,935,000	\$126,935,000
E. Payroll for 15 New Hires	\$1,087,500	\$2,175,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,512,500	\$1,425,000
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,946,500	\$3,946,500
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$78,750	\$45,000

Projected Savings with VERA/VSIP (F + J)	\$2,591,250	\$1,470,000
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Table A

Calculation based the 25 particular targeted positions' grade level @step-5 hourly rate.

Table B

Row A: Annual payroll cost (2017 Operating Plan Payroll – Pre-VERA/VSIP)

Row B: Assumes VERA/VSIP payout takes place in FY17 and no impact to FY18 or FY19.

Row C: Assumes Leave Payout takes place in FY17 and no impact FY18 or FY19.

Row D: Annual payroll cost less cost for 25 targeted positions @\$144K each (\$130,535,000-\$3.600,000).

Row E: Assumes 15 external hires to R4 @\$145k each (FY18-50% and FY19-100%).

Row G: WCF cost/regional employee. (\$4500 per employee)

Row H: Assumes WCF on-board cost minus 25 targeted positions. (\$4500 per position)

Row I: Assumes \$4,500 @15 new hires (FY18-50% and FY19-100%).

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility,

we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees. There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end of this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
79 of Targeted Positions for VSIP x \$25,000	\$ 1,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 79 of Targeted Positions}	\$ 939,658
Total Maximum Direct Costs	\$ 2,914,658

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$145,857,958	\$145,857,958
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$135,515,460	\$135,515,460
E. Payroll for 71 New Hires	\$2,368,330	\$4,736,659
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$7,974,168	\$5,605,839

G. Pre-VERA/VSIP Annual WCF Cost	\$5,295,000	\$5,295,000
H. Post VERA/VSIP Annual WCF Cost	\$4,979,000	\$4,979,000
I. WCF for 71 New Hires	\$142,000	\$284,000
J. WCF Savings for 79 VERA/VSIP Targeted Positions (J = G – H – I)	\$174,000	\$32,000
Projected Savings with VERA/VSIP (F + J)	\$8,148,168	\$5,637,839

Table A

Used average hourly rate of \$49.56 for a GS12 step 10.

Table B

A: Base cost from latest pay period posted (2017 PP20) projected for 26 pay periods with 27% added for benefits (\$4,417,261 x 26 x 127%).

B: \$0 per guidance

C: \$0 per guidance

D: Row A minus annual payroll cost of 79 targeted positions (\$49.56 x 127% x 2080 Hours x 79).

E: New outside hires at lower pay (GS 9 step 1) for restructured positions using \$26.29 per hour including 22% for benefits (\$26.29 x 2080 x 122% x 71) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

G: WCF amount pulled from BAS v4.0 2017 Enacted Operating Plan

H: Row G minus annual WCF cost of 79 targeted positions (\$4,000 x 79).

I: New outside hires for restructured positions using annual WCF cost of \$4,000 per FTE (\$4,000 x 71) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and layering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delaying.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delay our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step – this is a GS-13 step 10 for Region 6) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly	147x\$56.96x240 = \$2,009,549

rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$107,218,000	\$107,218,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$85,832,271	\$85,832,271
E. Payroll for # New Hires (147 in FY 18 GS-9 step 1)	\$3,884,680	\$7,769,361
F. Payroll Savings for # VERA/VSIP Targeted Positions	\$17,501,049	\$13,616,368
G. Pre-VERA/VSIP Annual WCF Cost	\$4,157,417	\$4,157,417
H. Post VERA/VSIP Annual WCF Cost	\$3,328,190	\$3,328,190
I. WCF for # New Hires (147 in FY 18, GS-9 step 1)	\$414,614	\$829,227
J. WCF Savings for # VERA/VSIP Targeted Positions	\$414,613	\$0
Projected Savings with VERA/VSIP (F + J)	\$17,915,662	\$13,616,368

Table A:

Annual leave payout based on average GS 13 Step 10.

Table B:

- A. Payroll Ceiling is based on FY 17 on-board FTE of 737 on 31 Mar 2017. No price adjustments for COLAs are included.
- B. VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
- C. Lump Sum Leave payout takes place in FY17 and does not impact FY18 or FY19.
- D. Annual payroll of 590 remaining FTE after VERA/VSIP based on average annual labor cost. (\$145,479 x 590 = \$85,832,271).
- E. New hires of 147 FTE at GS 9 Step 1, start date April 2018.
- F. A-B-C-D-E = F.
- G. Average WCF Cost of \$5,641 per 737 FTE.
- H. Average WCF Cost of \$5,641 per 590 FTE.
- I. Average WCF Cost of \$5,641 per 147 FTE, start date April 2018.
- J. G-H-I = J.

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into

fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.
- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies. Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$ 1,125,000
Annual Leave Pay Out for 45 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step (GS-12/10) of the targeted pool \$45.16 x 240 x 45 of Targeted Positions}	\$ 487,728
Total Maximum Direct Costs	\$ 1,612,728

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	63,413,538	63,413,538
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	57,451,882	57,451,882
E. Payroll for 45 New Hires	\$2,980,823	\$5,961,645
F. Payroll Savings for 45 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,980,833	\$11
G. Pre-VERA/VSIP Annual WCF Cost	2,400,000	2,400,000
H. Post VERA/VSIP Annual WCF Cost	2,220,000	2,220,000
I. WCF for 45 New Hires	\$90,000	\$180,000
J. WCF Savings for 45 VERA/VSIP Targeted Positions (J = G – H – I)	\$90,000	\$0
Projected Savings with VERA/VSIP (F + J)	\$3,070,833	\$11

FOOTNOTES:

Table B

- A. Based on FY2016 total payroll expense incurred.
- B. All V/V payout cost in FY 2017. No cost incurred in FY 2018 or 2019.
- C. All V/V leave payout cost in FY 2017. No cost incurred in FY 2018 or 2019.
- D. For 2018 and 2019, Pre-V/V annual payroll cost less 45 targeted positions x GS-12 step 10 average salary of \$128,644 or [\$63,791,000 – (45 x \$128,644)].
- E. Assumes 45 rehires/restructured positions filled at GS-12 step 10 average salary of \$132,481.
- F. n/a
- G. Based on FY 2016 authority of \$2,400,000 rounded up. Assume FY 2018 and 2019 WCF authority relatively constant.
- H. Pre-V/V WCF cost of \$2,400,000 less 45 targeted positions x average of \$4,000/employee or [\$2,400,000 - (45 x \$4,000)]
- I. Assumes 45 rehires/restructured positions at average WCF/employee of \$4,000
- J. n/a

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
8 Targeted Positions for VSIP x \$25,000	\$ 200,000
Annual Leave Pay Out for 8 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool (GS-14/7) x 240 x 8 positions}	\$ 121,287
Total Maximum Direct Costs	\$ 321,287

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$78,956,715	\$78,956,715
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$77,558,164	\$77,558,164
E. Payroll for 7 New Hires	\$411,271	\$822,542
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$987,280	\$576,009
G. Pre-VERA/VSIP Annual WCF Cost	\$2,817,558	\$2,817,558
H. Post VERA/VSIP Annual WCF Cost	\$2,788,678	\$2,788,094
I. WCF for 7 New Hires	\$12,635	\$25,270
J. WCF Savings for 7 VERA/VSIP Targeted Positions (J = G – H – I)	\$16,245	\$4,194
Projected Savings with VERA/VSIP (F + J)	\$1,003,525	\$580,203

FOOTNOTES:

Table A

1. Used an average of GS 14/7 for Region 8, locality for Denver, CO. Used the standard 240 hours, with 8 maximum, accepted offers during FY17.

Table B

- A. Based on projections done by R8 through pay period 15 and March PHS.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes GS-14/7 annual salary x 32.54% for benefit costs x 8 positions, subtracted from A.
- E. Assumes 7 rehires/restructured positions at GS-12/5 x 32.54% benefits (\$117,506) x ½ year for 2018, full-year for 2019
- F. A – B – C – D - E
- G. Assumes WCF allocation from FY17 enacted budget for Region 8.
- H. Assumes \$3610 x 8 = \$28,880, taken from G for FY18; for FY19, assumes a 2% increase in costs \$3683 x 8 = \$29,464, taken from G.

- I. Assumes 7 re-structured positions WCF at \$3610
- J. G – H - I

XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities: Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.
- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.
- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans:

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 23 positions, which includes 167 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
23 of Targeted Positions for VSIP x \$25,000	\$ 575,000
Annual Leave Pay Out for 23 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 23 of Targeted Positions}	\$ 300,271
Total Maximum Direct Costs	\$ 875,271

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$113,007,397	\$113,007,397
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$110,396,289	\$110,396,289
E. Payroll for 23 New Hires	\$778,895	\$1,557,790
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,832,213	\$1,053,318

G. Pre-VERA/VSIP Annual WCF Cost	\$4,355,646	\$4,355,646
H. Post VERA/VSIP Annual WCF Cost	\$4,244,096	\$4,244,096
I. WCF for 23 New Hires	\$55,775	\$111,550
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$55,775	\$0
Projected Savings with VERA/VSIP (F + J)	\$1,887,988	\$1,053,318

- A. Assumes payroll allocation from FY17 Enacted budget for Region 9.
- B. VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
- C. Leave payout takes place in FY17 and does not impact FY18 or FY19.
- D. Assumes annual payroll costs of average salary of eligible positions, \$113,526, x 23 positions = \$2,661,108.
- E. Assumes hiring 23 GS-09 step 5 positions in San Francisco. Start date: April 2018.
- F. A-B-C-D-E.
- G. Assumes working capital fund allocation from FY17 Enacted budget for Region 9.
- H. Assumes \$4,850 WCF per person x 23 positions = \$111,550.
- I. Assumes \$4,850 WCF per person.
- J. G-H-I.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;
- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016

and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of 19 VERA/VSIP offers among incumbents of 44 targeted positions which are eligible for either regular or early retirement. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 475,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	72,517,928	72,517,928
E. Payroll for # New Hires	1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,091,000	2,091,000
I. WCF for # New Hires	34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	43,050	8,200
Projected Savings with VERA/VSIP (F + J)	1,625,635	331,298

- A. Includes benefits approximated at 35% of salary.
- D. FY17 estimated annual payroll (line A) less 19 FTEs average cost.
- E. Assumes 17 FTEs external to Region 10 at mid-year in FY18.
- G Uses estimate of \$4100 per FTE.
- H. FY17 estimated WCF (line G) less (\$4100*19).
- I. Assumes half of WCF costs mid-year in FY18 (\$2050*17) and full costs in FY19 (\$4100*17).

Reassignments Due to NRMRL Re-org

FPPS #		Name	To/From position	Effective Date	Comments	Max Offers	Max Offer Notes	AFTER RE GRC
Ex. 6 - Personal Privacy		Abby Waits	Non supervisor to non supervisor	5/28/2017	Just a change in series from Admin to Professional			
		Julius Enriquez	Non supervisor to non supervisor	5/28/2017				
		Susan Grause	Non supervisor to non supervisor	5/28/2017				
		Angela Hadley	Supervisor to Supervisor	5/28/2017				
		Joyce Walling	Supervisor to non supervisor (Team Lead)	5/28/2017				
		Douglas Young	Supervisor to non supervisor	5/28/2017				
		Michelle Simon	Supervisor to non supervisor	5/28/2017				
		Mark Rodgers	Supervisor to Supervisor	5/28/2017				
		Mike Elovitz	Supervisor to supervisor	5/28/2017				
		Paul Groff	Supervisor to non supervisor (Team Lead)	5/28/2017				
		William Mitchell	Non supervisor to non supervisor	5/28/2017				
		Bob Thompson	Supervisor to non supervisor	5/28/2017				
		David Kirchgessner	Non supervisor to non supervisor	5/28/2017				
		Ann Keeley	Supervisor to Supervisor	5/28/2017				
		Steve Hawthorn	Supervisor to non supervisor (Team Lead)	5/28/2017				
		Joseph Schubauer-Berigan	Supervisor to non supervisor	5/28/2017				
		Dan Young	Non supervisor to non supervisor	5/28/2017				
		Thomas Holdsworth	Supervisor to non supervisor	With Alice Gilliland Revising PD from Title 42 to GS-15 With Alice Gilliland				
		Alice Gilliland	Supervisor to Supervisor					
		Evelyn Hartzell	Non supervisor to non supervisor					

Ex. 6 - Personal Privacy		Teresa Harten Hale Thurston Sam Hayes	Supervisor to non supervisor Supervisor to non supervisor Supervisor to supervisor	With Alice Gilliland With Alice Gilliland With Alice Gilliland	Ex. 6 - Personal Privacy
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Message

From: Murphy, Yvonne [Murphy.Yvonne@epa.gov]
Sent: 4/19/2017 9:00:35 PM
To: Vaughan, Pat [Vaughan.Pat@epa.gov]
Subject: RE: Budget/HR questions from staff

Thanks! I think for Q1 they were asking based upon John's communication (bottom of email thread), that one of the potential tools available for addressing FY18 reductions was furloughs....no, I did not forward his email, just mentioned the information in the context of there were many tools the government has to address reduced FTE levels other than involuntary separations ☺.

From: Vaughan, Pat
Sent: Wednesday, April 19, 2017 4:56 PM
To: Murphy, Yvonne <Murphy.Yvonne@epa.gov>
Subject: RE: Budget/HR questions from staff

See answers in red below.

Pat Vaughan
Director, Human Resources Division
ORD/Office of Administrative and Research Support
919-541-4912

Ex. 6 - Personal Privacy (cell)

[https://www.epa.gov/epahome/ex-6-personal-privacy](#) Ex. 6 - Personal Privacy

From: Murphy, Yvonne
Sent: Wednesday, April 19, 2017 4:43 PM
To: Vaughan, Pat <Vaughan.Pat@epa.gov>
Subject: Budget/HR questions from staff

Hi Pat,

Below were the three questions you were going to cue up for response. Based upon our discussion this morning, I think I now know the answers to questions 2 and 3.

WR,
Y

From: Vaughan, Pat
Sent: Friday, April 07, 2017 9:40 AM
To: Murphy, Yvonne <Murphy.Yvonne@epa.gov>; Steenbock, John <Steenbock.John@epa.gov>
Cc: Gonzalez, Daniel <Gonzalez.Daniel@epa.gov>; Moore, Kathy H <Moore.Kathyh@epa.gov>; Fox, Amy <Fox.Amy@epa.gov>; Boucher, Michael <Boucher.Michael@epa.gov>; Reinhart, Andre <Reinhart.Andre@epa.gov>; Goins, William <Goins.William@epa.gov>; Palmer, Patricia <Palmer.Patricia@epa.gov>
Subject: RE: Release of EPA Budget Info - Talking Points for Staff

We will put together some answers (if we have them) on these. As far as time off awards go, you have to use them within that year. If you don't, the hours disappear....they do not pay out. Only comp time eventually pays out if not used.

Pat Vaughan

Director, Human Resources Division
ORD/Office of Administrative and Research Support
919-541-4912
Ex. 6 - Personal Privacy (cell)
[OARS Website](#)

From: Murphy, Yvonne
Sent: Friday, April 07, 2017 9:36 AM
To: Steenbock, John <Steenbock.John@epa.gov>
Cc: Gonzalez, Daniel <Gonzalez.Daniel@epa.gov>; Vaughan, Pat <Vaughan.Pat@epa.gov>; Moore, Kathy H <Moore.Kathyh@epa.gov>; Fox, Amy <Fox.Amy@epa.gov>; Boucher, Michael <Boucher.Michael@epa.gov>; Reinhart, Andre <Reinhart.Andre@epa.gov>; Goins, William <Goins.William@epa.gov>; Palmer, Patricia <Palmer.Patricia@epa.gov>
Subject: RE: Release of EPA Budget Info - Talking Points for Staff

Hi John,

Thank you for this information. It came in very handy when I met with EMD's Partnership Management Branch yesterday.

We had some questions which I took from that discussion. Perhaps HRD knows the answers or could funnel up to whatever OHR is planning to post in terms of a fact sheet:

Q1: How would furloughs potentially work in terms of addressing an FTE reduction? ? Not sure what they mean here. As you recall, when we had budget cuts a few years ago, the agency had to implement furloughs to reduce their FTE/payroll costs. Each employee had to "not" work for a certain # of hours. I think it was around 32? There has been no discussion at this point about any furloughs for the remainder of this year. I'm guessing if the FY17 budget reductions actually happened, there would have to be something considered.

Q2: Has there been an increase to the buy-out amount which would apply if EPA requested and was approved to proceed with a VERA/VSIP? No change. EPA still has only 25k authority.

Q3: If there is a VERA/VSIP approved for EPA or ORD, would there be flexibility in terms of the timing of the incentive payment (i.e. to ensure it is received in the new tax year)? No. An employee cannot delay their receipt of the incentive payment until a later date that helps with taxes. If an employee accepts a VSIP effective 9/30, it is going to pay out in that same calendar year.

Separate from potential FTE reduction discussion, there was also a question about whether we have an approved awards budget (I told them no, not yet). They question also came up about time-off awards (I also told them that was a pending decision) and whether time-off awards "disappear" if you have not used them within 12-months. I told them I would check, but I thought time-off awards are paid out as cash if not used within 12-months.

With Regards,
Yvonne

From: Steenbock, John
Sent: Wednesday, April 05, 2017 10:10 AM
To: Dannel, Mimi <Dannel.Mimi@epa.gov>; Gonzalez, Daniel <Gonzalez.Daniel@epa.gov>; Mayes, Desmond <Mayes.Desmond@epa.gov>; Miller, BettyJo <Miller.Bettyjo@epa.gov>; Murphy, Yvonne <Murphy.Yvonne@epa.gov>; Nichols, Marie <Nichols.Marie@epa.gov>; Peacher, Clay <peacher.clay@epa.gov>; Price, Frank <Price.Frank@epa.gov>; Shah, Surabhi <Shah.Surabhi@epa.gov>; Steenbock, John <Steenbock.John@epa.gov>; Tychsen, Lisa <Tychsen.Lisa@epa.gov>; Vaughan, Pat <Vaughan.Pat@epa.gov>; Ahlers, Stephanie <Ahlers.Stephanie@epa.gov>; Boucher, Michael <Boucher.Michael@epa.gov>; Eischen, Brent <Eischen.Brent@epa.gov>; Fox, Amy <Fox.Amy@epa.gov>; Goins, William <Goins.William@epa.gov>; Moore, Kathy H <Moore.Kathyh@epa.gov>; Moxley,

Sharon <Moxley.Sharon@epa.gov>; Palmer, Patricia <Palmer.Patricia@epa.gov>; Reinhart, Andre <Reinhart.Andre@epa.gov>; Schwaegerle, Linda <Schwaegerle.Linda@epa.gov>; Tychsen, Lisa <Tychsen.Lisa@epa.gov>; Cooper, Marco <Cooper.Marco@epa.gov>
Cc: Vanhorn, Steve <VanHorn.Steve@epa.gov>
Subject: Release of EPA Budget Info - Talking Points for Staff

All

Im writing to you as leaders in OARS to ask for your help in sharing information with our staff.

As you know, last week's ORD managers call mentioned the details of the EPA budget were confidential and could not be released at this time. However, since that time the details were released in the Washington Post. I will not share the link as the information is still considered confidential, but it can easily be found.

The ORD IOAA is aware of the release of this information and Bob K will release an all ORD message today or tomorrow addressing this information. He is in the EPA Executive Management Council this week so I expect he will have more guidance to share with us. In the meantime if you are asked by your employees, the important points are:

- We are in the early stages of a long budget process and Congress has the final say on our funding - **and that process still has to occur.**
- Congress will then hold hearings and markups on EPA's proposed budget, and develop a final appropriations bill that will be voted on by Congress. Until Congress passes an appropriations bill, the proposed budget is only that – a **proposed budget.**
- In addition to preparing the FY 2018 Congressional Justification, the EC will meet next week in RTP to start planning steps that we think are prudent to prepare ourselves for possible reductions in our FY2018 budget from 2016 levels.
 - o Lots of working being done by EMD to look at the severability of our contracts for FY18
- ORD leadership is aware that the workforce reductions proposed for FY2018 are large and therefore a concern. EPA has always valued the workforce so there are different tools that they can use to address the need to get to a smaller workforce without involuntary separations. Tools include
 - o Hiring freeze
 - o VERA/VSIP (currently 44% of ORD staff (744 are eligible for early or regular retirement – 420 for regular retirement)
 - o Furloughs (could use like we did in sequestration to quickly reduce FTE levels)
- Currently, we have a hiring freeze and through normal attrition EPA's staffing levels are declining. ORD is currently projected to be 38 FTE under FY17 ceiling, climbing 83 FTE the next FY if freeze continues. The rest of these tools will be used at the appropriate time.

I expect guidance to come out on the shortly from Bob that will provide us more up to date information. However, I wanted you to have some talking points for when you talk to your employees.

John W. Steenbock
Director
Office of Administrative and Research Support
EPA Office of Research and Development

Office Cincinnati: (513) 569-7348

Office RTP: (919) 541-2585

Cell: Ex. 6 - Personal Privacy

Message

From: Steenbock, John [Steenbock.John@epa.gov]
Sent: 4/10/2018 5:12:46 PM
To: Radzikowski, Mary Ellen [Radzikowski.Maryellen@epa.gov]
Subject: Draft Business Case
Attachments: ORD FY19 VV Proposal v2.docx

Importance: High

MER,

Based on what we think you said earlier Pat and I drafted the attached. Please let us know what you think.

Note...If we ever went to use this as a true business case we would need to add additional language around the use of caps, how we planned to use our safe positions, plans for backfilling vacated slots, etc., but I don't think we are there yet. We would also want to address any future hiring we might do as a result of all of this, to give us an opening for that possibility.

John



ORD VERA/VSIP Proposal- Background

- * **General Definitions**

- **VERA – Voluntary Early Retirement Authority (early-out)**
- **VSIP – Voluntary Separation Incentive Payment (buyout)**

- * **VERA and VSIP are management tools used to:**

- **help effectively reduce and reshape the workforce to meet changing mission requirements**
- **move toward new models of work**
- **provide eligible employees with an attractive opportunity to retire**

I

- VERA/VSIPs were also offered in late FY 2017 in order to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of:

29 employees in the areas identified for restructuring (Las Vegas employees; non-supervisors at the GS-14 and higher level (including ST/SL), and supervisors with <5 direct reports) accepted the offer.

-ORD has since been tracking all movement into and out of those targeted areas, including staying below the 536 ceiling of pre-V/V GS-14 and above non-supervisors.

- VERA - To be eligible the employee must be 50 years old w/20 years of service, OR any age with 25 years of service

VSIP – Payout per employee is 25k

Employees are also paid for their unused annual leave

- * ORD would offer a VERA/VSIP in 2018 in order to:

Ex. 5 - Deliberative Process

- ORD's VERA/VSIP business case would support efforts to restructure the workforce and increase efficiencies through efforts to:

-
-
-
-
-
-

Ex. 5 - Deliberative Process

- * **ORD proposes to use "Safe Positions" as part of this VERA/VSIP**
 - **Definition:** These are positions that are not the main focus for the reductions/restructuring/elimination, but which are included in the VERA/VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated

Ex. 5 - Deliberative Process

- ✱ **Eliminated/restructured positions will allow ORD to:**

Ex. 5 - Deliberative Process



ORD VERA/VSIP Proposal - Next Steps

- * **ORD Sr Mgmt makes the final decision on ORD's targeted pools**
- * **Draft/finalize ORD's business case**
- * **Wait for communication from the Agency on next steps**
 - **If moving forward, the Agency will consolidate the headquarters and regional office VERA/VSIP business cases into one agency-wide submission to OPM and OMB for approval.**
- * **Letters would be sent to the ORD employees identified as being in one of the targeted pools**
- * **ORD employees would have approximately 2 weeks to apply for the VERA/VSIP**
- * **Once eligibility of all applicants is confirmed, offer letters would be sent out by the Shared Service Center**
- * **ORD employees would have until 3/31/2018 to retire from EPA**



Potential Timeline

- | | |
|---|---------------------|
| * Agency notifies employees of plan to offer V/V | January 15, 2018 |
| * Agency provides draft request to OPM/OMB | January 29, 2018 |
| * Provide notice to employees in targeted positions | February 9, 2018 |
| * OPM/OMB approval | February 12, 2018 |
| * VERA/VSIP Application window opens | Feb 16- Mar 2, 2018 |
| * Employee Selected/Non-selected letters sent | March 16, 2018 |
| * Last effective date for employee separations | March 31, 2018 |



**U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
And
Voluntary Separation Incentive Payments
for
The Office of Research and Development**

- I. Introduction
- II. Background
- III. Reshaping the ORD Budget Execution Workforce
- IV. Budget Neutrality
- V. Template for VERA Requests
- VI. Template for VSIP Requests

ATTACHMENTS

- 1. Projected ORD Budget Forecast
- 2. Existing ORD Organizational Structure
- 3. Proposed ORD Organizational Structure
- 4. ORD Budget Execution Employees Summary by Job Title, Series, Grade, and Retirement Eligibility

**U.S. Environmental Protection Agency
Office of Research and Development
Voluntary Early Retirement Authority
And
Voluntary Separation Incentive Payments**

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officers Act of 2002, the U.S. Environmental Protection Agency is requesting approval authority through March 1, 2008, for the use of the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payments (VSIP). The Agency's Office of Research and Development (ORD) will use these authorities to reduce its administrative support staff who are performing budget execution functions to the staff levels described in Section III of this document.

II. Background

The Environmental Protection Agency (EPA) has been working since 1970 to protect human health and the environment. In doing so, the Agency employs 17,000 people across the country, including the 12 program offices headquartered in Washington, DC; 10 regional offices; and more than a dozen laboratories. ORD is one of EPA's 12 headquarters' offices and was established to perform leading-edge research and provide the solid underpinning of science and technology for the Agency. ORD is organized into 3 national laboratories, 4 national centers, and 4 offices located in 14 facilities around the country and in Washington, DC. With an operating budget of approximately \$550 million and a staff of approximately 1900 federal employees, ORD is one of EPA's largest program offices.

The majority of ORD's employees are scientists and engineers; however, an approximate 25% of the workforce is comprised of administrative support personnel. These 437 administrative employees perform a wide variety of support functions to assist the organization's technical staff so that the primary mission of ORD (conducting research) can be carried out efficiently and effectively. The support functions include: extramural management, human resources management, budget and financial management, information technology and data management, facilities management, health and safety, and clerical activities. In the performance of these functions, the ORD administrative support staff also work with the personnel located in the Agency's Office of Environmental Information, Office of Human Resources, Office of Acquisition Management, Office of Administration, and Office of the Chief Financial Officer which are the primary organizations responsible for Agency-wide

administrative program and policy development. The administrative support personnel within ORD interpret and implement the initiatives and policies put forth by these EPA Offices and provide counsel/advice to the organization's scientists and engineers regarding a myriad of administrative issues.

One of the most important Agency administrative issues in recent years has been the building of excellence with the Human Capital Framework. In 2005, ORD developed its initial Human Capital Strategy and Action Plan and committed to integrating human capital at all levels of the organization with strategic planning, budgeting and accountability. To this end, ORD began work on several strategies within the Plan "to ensure that their subordinate organizations were effectively structured and that staff were effectively distributed to function at optimal efficiency and to support mission accomplishment." As an additional endorsement of ORD's commitment to effective management of human capital, the ORD Management Council also developed a Management Multi-Year Plan (MMYP) that same year. The MMYP, which was directly aligned with the ORD Human Capital Strategy and Action Plan, had as its primary goal: "the provision of effective and efficient ORD-wide administrative activities and services".

In support of both the ORD Human Capital Strategy and the MMYP, ORD began a comprehensive effort to reshape the administrative workforce through the review of its 7 major administrative lines of business: human resources, budget execution, budget formulation, travel/clerical, information technology/information management, facilities management, and extramural management. Throughout 2005 and 2006, a series of in-depth, phased-in studies (known as the Goal 1 and Administrative Efficiencies Project or AEP), were conducted on each line of business. From program development to implementation, these studies were carried out to determine how and where processes might be streamlined, where redundancies could be eliminated, and how best practices could be leveraged across the organization in order to gain more efficiency.

In late 2006, an analysis of the budget forecast (see **Attachment 1**) placed a renewed emphasis on strategically managing ORD's human capital. Given ORD's projected flat, out-year research budget forecast, it was deemed essential that rising personnel costs and benefits (PC&B) must be reviewed and savings identified. In particular, the annual staffing costs related to administrative service delivery were rising steadily; and in 2006, with an annual cost of \$53 million, these costs represented the majority portion of the total ORD administrative costs. By leveraging costs associated with operational administrative efficiencies, ORD would then be able to sufficiently fund its ongoing research and science activities.

Due to the scale of the projected budget shortfall, the identification of approximately 25% in reduced PC&B costs associated with the delivery of administrative support service was applied to the Human Capital/MMYP goal in order to mitigate the impact of the upcoming budget challenges. As a result, each line of business was then charged, in early 2007, with the development of an overarching,

comprehensive restructuring strategy that would result in specific reductions in FTE and PC&B.

Last year the human resources (HR) line of business completed its organizational and workforce analyses and proposed a new restructuring strategy that would significantly reduce the number of employees who were performing these functions. As a result, in late 2007, ORD requested and received approval from the Agency, the Office of Personnel Management, and the Office of Management and Budget to offer both VERA and VSIP authorities to HR employees being impacted by the restructuring. The use of the VERA and VSIP for our HR employees was highly successful in that approximately 1/3 of the affected personnel took advantage of these authorities and retired. This in turn has enabled ORD to proceed with our plans for implementation of a new HR organization without the necessity of having to incorporate more personnel than was needed for the new structure.

Earlier this year, the budget execution (BE) line of business completed its workforce analyses and, as was the case with the HR line of business, has also recommended a new organizational restructuring strategy. Currently, ORD has 68 employees who are performing BE functions for a significant portion of their time. The BE line of business is proposing to reduce the current number of 68 employees to 41. BE services are currently distributed across ORD's national laboratories, centers, and offices and have resulted in overlapping responsibilities, duplication of efforts, a lack of standardization, and process inefficiencies. In addition, an analysis of the current BE workforce revealed that there are significant opportunities in ORD for greater task specialization which will result in increased productivity. Moreover, benefits from improved knowledge sharing, a stronger community-based approach to innovations and solutions, anticipated improvements in EPA's financial management systems, more effective and targeted training, and standardization will increase efficiencies and allow a reduction in the BE workforce. Lastly, by benchmarking with other organizations in EPA that have already consolidated budget execution functions, ORD was able to conclude that task specialization will allow a savings of almost 50% in our funds certification process alone. Overall, the restructuring proposal for BE will allow ORD to take advantage of economies of scale by aligning and focusing the budget work in a much more satisfactory manner.

As a result of the BE line of business analyses and recommendations, it is expected that the retention of 41 employees will be sufficient to perform the BE work within ORD without these employees being overburdened or adversely impacted by a heavy workload. The remaining 27 employees would then need to be reassigned elsewhere in the ORD organization, as they would no longer have BE duties to perform. Therefore, ORD has decided to take immediate steps to reorganize and reduce its BE workforce. By requesting the VERA and VSIP authorities, ORD hopes to diminish the potential negative impact on employees and their morale as the BE staff is decreased from 68 employees to 41. If these authorities are not granted, 27 BE personnel will need to be retrained and then reassigned to other administrative areas within ORD, as they do not have the requisite scientific credentials to perform the technical aspects of the

organization's work. Reassignment to other administrative areas will become increasingly problematic as the other ORD lines of business determine their future structure and potentially recommend decreases in their staffing levels as well.

In summary, given the future underlying budget concerns and our commitment to increasing efficiencies in the administrative workforce, ORD believes that it is prudent to go forth at this time with this request for VERA and VSIP for the BE employees. It is also a strategic determination on the part of ORD to proceed with the BE restructuring now and to assess the need for VERA and VSIP authorities for future lines of business on a case by case basis, as each line of business is looking at unique processes/issues and is working on an independent timeline. Additionally, the discreet usage of these authorities for just the BE employees at this time will allow ORD to transition a small portion of its administrative support personnel to the BE future state while ensuring that the rest of the administrative work continues to support the organization's mission. Thus, work productivity and employee morale should not be damaged or hindered in any manner.

III. Reshaping the ORD Budget Execution Workforce

Over the past 2 years, the ORD BE line of business has conducted comprehensive workforce analyses, process design reviews, cost/benefit analyses, and benchmarking studies. The results of these studies were documented in both the 2005 ORD MMYP Goal 1 Report and the 2006 ORD AEP Report. Based on these reports and further analyses by the ORD BE line of business, a determination was made that the BE functions could be performed more efficiently and effectively if consolidated into 1 organization. Currently, BE functions are performed by employees who are dispersed across 26 organizational units located in 12 different geographic areas reporting to 8 of ORD's 11 laboratories, centers, and offices. (**Attachment 2** depicts the organizations and geographic locations from where BE services are being provided.) As a result of this dispersion, there is duplication of effort, virtually no standardization of work processes, variation in productivity levels, redundant BE information technology platforms, a lack of collaboration or back-up in service delivery, stove pipe communications, varying service level performance metrics, and a disparate variety of knowledge and skill levels among BE personnel.

By consolidating BE functions and staff into 1 organization (see **Attachment 3**), the previously listed findings regarding the work processes and work performance should be eliminated. Additionally, if the VERA and VSIP authorities are granted along with this consolidation, there will be a reduction in PC&B in the outyears if a substantial number of BE employees take advantage of these incentives. These cost reductions are described in greater detail in Section IV. If the VERA and VSIP authorities are not granted, then an ORD-wide administrative hiring freeze will need to be imposed until the BE staffing levels are reduced, through attrition, to the target number of 41.

Table 1 below, “ORD Current and Planned Staffing Levels,” reflects the current and planned staffing structure.

Table 1: ORD Current and Planned Staffing Levels

ORD Organizations	Current HR Staff Level	Planned HR Staff Level
Immediate Office of the Assistant Administrator	4	0
National Center for Environmental Assessment	6	0
National Center for Environmental Research	3	0
National Exposure Research Laboratory	11	0
National Health and Environmental Effects Research Laboratory	22	0
National Homeland Security Research Center	3	0
National Risk Management Research Laboratory	12	0
Office of Resources Management and Administration	7	0
Office of Administrative and Research Support (proposed organization)	0	41
Total	68	41

IV. Budget Neutrality

As mandated by the Office of Management and Budget for early out/buyout requests, **ORD’s request certifies that the early out/buyout will be budget neutral.** That is, **the early out/buyout will not result in any increased costs** above current or future FY appropriations to pay for costs incurred for buyout cash payments, annual leave cash payouts, or any other costs.

In FY08, the PC&B costs associated with the 68 employees performing BE functions for ORD more than 25% of their time is \$8,023,002. Of the 68, there are 21 employees who are or will be eligible for optional retirement as of January 1, 2009, and an additional 19 who will be eligible for early out retirement as of the same date. This request for VERA and VSIP authorities, if approved, will only be offered to the 40 employees (**see Attachment 4**) who are eligible for optional or early out retirement to ensure budget neutrality is met.

If all 40 employees accept these authorities and leave by the first of January 2009, the projected **PC&B costs will be reduced** from \$8,023,002 to \$4,333,147 with a projected reduction of **\$2,237,315** (including the projected direct early out/buyout costs of \$1,452,560). However, it is anticipated that **approximately 1/3 of the 40 employees (or 13)** will use this authority; and with this scenario, **the projected PC&B costs would be reduced** to \$6,872,659 with a projected reduction of **\$678,287** (including the projected direct early out/buyout costs of \$472,076). **Any savings as a result of the buy-out will be used for new or ongoing research to improve ORD’s ability to meet its research goals.**

An estimate of the direct costs of the early out/buy out, within the limits of budget neutrality, is provided in **Tables 2 and 3.**

Table 2: Cost of Early-out/Buy-out for 40 Employees

If 24 ORD BE employees who are eligible for an early-out/buyout accept offers and separate:	
▪ 40 eligible BE employees x \$25,000 (maximum cash buy-out)	\$1,000,000
▪ Annual Leave Payout for 40 eligible HR employees (based on the sum of the hourly rates of the grades and steps for all 40 employees [\$1885.67] X 240 hours)	\$452,560
▪ Total Maximum Direct Costs	\$1,452,560

Table 3: Cost of Early-Out/Buy-out for 13 Employees

Most likely outcome – ORD estimates that approximately 13 employees will separate:	
▪ 13 eligible BE employees x \$25,000 (maximum cash buy-out)	\$325,000
▪ Annual Leave Payout for 13 eligible BE employee (based on the average hourly rate of the grades and steps for all 40 employees [\$47.14] X 240 hours X 13)	\$147,076
▪ Total Maximum Direct Costs	\$472,076

The indirect costs are difficult to gauge, however, at a minimum they would include a significant amount of formal training due to reassignments to other administrative areas. The indirect benefits derived would be more the effective and efficient use of ORD's BE FTEs and the elimination of redundancies in the BE work processes.

If positions are vacated as a result of this authority, they will not be backfilled. As stated in Section III, if VERA/VSIP authorities are not granted or if only a limited number of employees take advantage of these incentives, then ORD will need to impose an organization-wide hiring freeze until the BE staffing levels are reduced, through attrition, to the target number of 41.

Additionally, no funds or resources other than those appropriated for use in FY08 will be used or required.

V. Template for VERA Requests

This document provides a framework for submitting requests for voluntary early retirement authority (VERA). Agencies should provide enough information under each item to justify use of the authority according to the requirements of the VERA regulations published June 15, 2004 (sections 831.114 and 842.213 of title 5, Code of Federal Regulations).

Agency: Environmental Protection Agency

Component(s): Office of Research and Development

Date of Request:

1. The reason for the VERA request.

In light of the ORD's Human Capital Strategy and MMYP goals which provide for the efficient and effective use of its administrative support workforce, ORD is requesting the use of the VERA to assist in reducing the BE staff from its existing staff level of 68 to its planned staff level of 41. The VERA, if authorized, will help to reshape the BE workforce and mitigate the potentially adverse impact of employee reassignments to other administrative areas within ORD. These reassignments will not allow ORD to reduce its administrative support workforce by 25% as planned. Nor will they be in the best interest of the employees who will have to be retrained to perform new administrative functions (as they do not have the scientific skills to perform the organization's technical work) and who may end up in areas where additional downsizing is expected to occur in the future.

2. The time period for which VERA is requested.

The time period is from the date of the authority being granted through March 1, 2009.

3. The date when the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping upon which this request is based is scheduled to occur.

The date is October 2008.

4. The total number of permanent employees in the organization.

The number is 68.

5. The total number of permanent employees who are expected to be involuntarily separated, voluntarily separated, transferred, reclassified, downgraded, and/or appointed as a result of number 3 above.

The number is 27.

- 6. The total number of permanent employees in the organization who are eligible for voluntary early retirement.**

The number is 40.

- 7. The total number of permanent employees in the organization who are expected to take voluntary early retirement.**

The number is 13.

- 8. A description of the types of personnel actions you expect to take as a result of the actions described in number 3.**

The types of personnel actions anticipated are reassignments to other administrative functions within ORD. The administrative support employees do not have the requisite scientific credentials or technical expertise that would allow them to be reassigned to perform the technical functions of the ORD organization.

The following 2 questions were added per OMB's request:

- 9. Will there will be money left over after the buyout and if so, where that money will be spent?**

We project that there will be a reduction in PC&B costs (as described in Section IV) based on employees taking the buyout. Any savings as a result of the buyout will be used for new or ongoing research to improve ORD's ability to meet its research goals.

- 10. If the buyout will cost extra, where will the costs be offset within the program?**

The buyout will not produce any extra budgetary costs for ORD because they are being targeted in a timeframe that ensures at least budget neutrality.

V. Template for VSIP Requests

This document provides a framework for submitting requests for authority to make voluntary separation incentive payments. Agencies should provide enough information under each item to justify use of the authority and to meet the requirements of part 576 of title 5, Code of Federal Regulations and section 1313(a) of Public Law 107-296 (the Homeland Security Act of 2002).

Agency: Environmental Protection Agency

Component(s): Office of Research and Development
Date of Request:

1. The reason for the voluntary separation incentive payment (VSIP) request.

In light of the ORD's Human Capital Strategy and MMYP goals which provide for the efficient and effective use of its administrative support workforce, ORD is requesting the use of the VSIP to assist in reducing the BE staff from its existing staff level of 68 to its planned staff level of 41. The VSIP, if authorized, will help to reshape the BE workforce and mitigate the potentially adverse impact of employee reassignments to other administrative areas within ORD. These reassignments will not allow ORD to reduce its administrative support workforce by 25% as planned. Nor will they be in the best interest of the employees who will have to be retrained to perform new administrative functions (as they do not have the scientific skills to perform the organization's technical work) and who may end up in areas where additional downsizing is expected to occur in the future.

2. Identification of the specific positions and functions to be reduced or eliminated, identified by organizational unit, geographic location, occupational series, grade level and any other factors related to the position.

Forty ORD HR employees, who are eligible for either optional or early out retirement, will be offered the VSIP if the authority is granted. **Table 4** below identifies by organizational unit and geographic location the positions to be reduced.

Table 4: Positions to be Reduced

Geographic Location	Organizational Unit	Title, Series, & Grade	Number of Positions
Washington, DC	Immediate Office of the Assistant Administrator	Program Analyst GS-343-14/5	Ex. 6 - Personal Privacy
Washington, DC	National Center for Environmental Assessment	Program Analyst GS-343-14/8	
Washington, DC	National Center for Environmental Assessment	Management Analyst GS-343-13/8	
Washington, DC	National Center for Environmental Assessment	Program Analyst GS-343-12/4	
Washington, DC	National Center for Environmental Research	Program Analyst GS-343-15/10	
Washington, DC	National Center for Environmental Research	Program Analyst GS-343-12/4	
Research Triangle Park, NC	National Exposure Research Laboratory	Program Analyst GS-343-12/5	
Athens, GA	National Exposure Research Laboratory	Financial Mgmt Specialist GS-501-12/8	
Cincinnati, OH	National Exposure Research Laboratory	Budget Analyst GS-560-11/7	
Las Vegas, NV	National Exposure Research Laboratory	Program Analyst GS-343-13/10	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Program Analysts GS-343-13/10	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Program Analyst GS-343-13/8	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-13/7	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-12/10	
Chapel Hill, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-12/8	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-12/6	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-12/5	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Program Analyst GS-343-12/5	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Program Analyst GS-343-11/7	
Duluth, MN	National Health and Environmental Effects Research Laboratory	Management and Program Analyst GS-343-14/5	
Corvallis, OR	National Health and Environmental Effects Research Laboratory	Supv Management and Program Analyst GS-343-14/7	
Corvallis, OR	National Health and Environmental Effects Research Laboratory	Financial Mgmt Specialist GS-501-12/7	

Gulf Breeze, FL	National Health and Environmental Effects Research Laboratory	Supv Management and Program Analyst GM-343-14/00	Ex. 6 - Personal Privacy
Gulf Breeze, FL	National Health and Environmental Effects Research Laboratory	Financial Specialist GS-501-12/10	
Cincinnati, OH	National Homeland Security Research Center	Program Analyst GS-343-15/4	
Cincinnati, OH	National Homeland Security Research Center	Budget Analyst GS-560-13/4	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Officer GS-560-14/5	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Analyst GS-560-13/10	
Cincinnati, OH	National Risk Management Research Laboratory	Program Analyst GS-343-13/8	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Analyst GS-560-12/7	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Analyst GS-560-12/6	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Analyst GS-560-12/5	
Research Triangle Park, NC	National Risk Management Research Laboratory	Supv Program Analyst GS-343-14/6	
Research Triangle Park, NC	National Risk Management Research Laboratory	Budget Analyst GS-560-12/4	
Edison, NJ	National Risk Management Research Laboratory	Administrative Officer GS-341-11/9	
Washington, DC	Office of Resources Management and Administration	Supv Program Analyst GM-343-15/00	
Washington, DC	Office of Resources Management and Administration	Budget Analyst GS-560-14/4	
Washington, DC	Office of Resources Management and Administration	Program Analyst GS-343-13/5	

3. A description of the categories of employees who will be offered incentives.

See chart above. We plan to offer VSIP to the following 40 positions which have the responsibility for performing budget execution functions within ORD:

- 1 Supervisory Program Analyst, 6 Program Analysts, 1 Management Analyst, and 1 Budget Analyst in Washington, DC;
- 2 Program Analysts, 8 Budget Analysts in Cincinnati, OH;
- 1 Supervisory Program Analyst, 6 Program Analysts, and 5 Budget Analysts in Research Triangle Park, NC;
- 1 Budget Analyst in Chapel Hill, NC;
- 1 Financial Management Specialist in Athens, GA;
- 1 Program Analyst in Las Vegas, NV;
- 1 Management and Program Analyst in Duluth, MN;
- 1 Supervisory Management and Program Analyst and 1 Financial Management Specialist in Corvallis, OR; and,
- 1 Supervisory Management and Program Analyst and 1 Financial Specialist in Gulf Breeze, FL;
- 1 Administrative Officer in Edison, NJ.

4. The time period during which incentives may be paid.

The time period we request to complete our VSIP program is March 1, 2009.

We expect employees that accept VSIP to be off the rolls by March 1, 2009.

We anticipate that we will require that amount of time because we would like employees to be off the rolls as soon after the first quarter as possible for budgetary reasons.

5. The number and maximum amounts of voluntary separation incentive payments to be offered.

The number is 40. The maximum amount that will be paid is \$1,452,560.

6. A narrative description of how the organization will operate without the eliminated or restructured positions and functions.

The work is being significantly streamlined, with redundant BE processes eliminated or automated, so that the resultant BE work is estimated to consume no more than 41 FTE. The additional 27 employees who are performing BE functions will have to be retrained and then reassigned to other administrative positions with ORD in order to have viable positions.

7. A proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the VSIPs.

See Attachment 3.

8. If the agency has requested, or will request, voluntary early retirement authority (VERA), a description of how that authority will be used in conjunction with VSIP.

ORD will use the VERA, in conjunction with the VSIP, as an incentive to reduce the existing BE staffing level. Together, these two authorities provide the most favorable opportunity for the organization to meet its restructuring goals while offering an attractive incentive for eligible employees to elect to leave the organization. ORD anticipates that only a small percentage of the ORD employees would actually choose to retire from the organization if only a VERA is offered. If the VSIP incentive is also offered, ORD believes that the combination will allow the organization to obtain increased results.

9. If the agency is offering separation incentives under any other statutory authority, a description of how that authority is being used.

Not applicable. ORD is not using incentives under any other statutory authority.

The following 2 questions were added to the VSIP template per OMB's request:

10. Will there will be money left over after the buyout and if so, where that money will be spent?

We project that there will be a reduction in PC&B costs (as described in Section IV) based on employees taking the buyout. Any savings as a result of the buyout will be used for new or ongoing research to improve ORD's ability to meet its research goals.

11. If the buyout will cost extra, where will the costs be offset within the program?

The buyout will not produce any extra budgetary costs for ORD because they are being targeted in a timeframe that ensures at least budget neutrality.

Attachment 1

Projected ORD Budget Forecast

Attachment 2

Existing ORD Organizational Structure

Attachment 3

Proposed ORD Organizational Structure

Attachment 4

ORD Budget Execution Employees Eligible for VERA and VSIP As Of January 1, 2009

Attachment 4

ORD Budget Execution Employees

Eligible for VERA and VSIP as of January 1, 2009

Position Title	Pay Plan, Series, Grade	Number	Optional Retirement	Early Out Retirement
Supervisory Program Analyst	GM-343-15/00	1	Ex. 6 - Personal Privacy	
Supervisory Management and Program Analysts	(1) GM-343-14/00 (1) GS-343-14/7	2		
Supervisory Program Analyst	GS-343-14/6	1		
Program Analysts	GS-343-15/10 GS-343-15/4	2		
Program Analysts	GS-343-14/8 GS-343-14/5	2		
Management and Program Analyst	GS-343-14/5	1		
Budget Officer	GS-560-14/5	1		
Budget Analyst	GS-560-14/4	1		
Program Analysts	(3) GS-343-13/10 (2) GS-343-13/8 (1) GS-343-13/5	6		
Management Analyst	GS-343-13/8	1		
Budget Analysts	(1) GS-560-13/10 (1) GS-560-13/7 (2) GS-560-13/4	4		
Program Analysts	(2) GS-343-12/5 (2) GS-343-12/4	4		
Financial Management Specialists	(1) GS-501-12/10 (1) GS-501-12/8 (1) GS-501-12/7	3		
Budget Analysts	(1) GS-560-12/10 (1) GS-560-12/8 (1) GS-560-12/7 (2) GS-560-12/6 (2) GS-560-12/5 (1) GS-560-12/4	8		
Administrative Officer	GS-341-11/9	1		
Program Analyst	GS-343-11/7	1		
Budget Analyst	GS-560-11/7	1		
Total		40	21	19



**U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
And
Voluntary Separation Incentive Payments
for
The Office of Research and Development**

- I. Introduction
- II. Background
- III. Reshaping the ORD Clerical Workforce
- IV. Budget Neutrality
- V. Template for VERA Requests
- VI. Template for VSIP Requests

ATTACHMENTS

- 1. Projected ORD Budget Forecast
- 2. Existing ORD Organizational Structure
- 3. Proposed ORD Organizational Structure
- 4. ORD Clerical Employees Summary by Job Title, Series, Grade, and Retirement Eligibility

**U.S. Environmental Protection Agency
Office of Research and Development
Voluntary Early Retirement Authority
And
Voluntary Separation Incentive Payments**

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officers Act of 2002, the U.S. Environmental Protection Agency is requesting approval authority through March 1, 2009, for the use of the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payments (VSIP). The Agency's Office of Research and Development (ORD) will use these authorities to reduce its administrative support staff who are performing clerical functions to the staff levels described in Section III of this document.

II. Background

The Environmental Protection Agency (EPA) has been working since 1970 to protect human health and the environment. In doing so, the Agency employs 17,000 people across the country, including the 12 program offices headquartered in Washington, DC; 10 regional offices; and more than a dozen laboratories. ORD is one of EPA's 12 headquarters' offices and was established to perform leading-edge research and provide the solid underpinning of science and technology for the Agency. ORD is organized into 3 national laboratories, 4 national centers, and 4 offices located in 14 facilities around the country and in Washington, DC. With an operating budget of approximately \$550 million and a staff of approximately 1900 federal employees, ORD is one of EPA's largest program offices.

The majority of ORD's employees are scientists and engineers; however, an approximate 25% of the workforce is comprised of administrative support personnel. These 437 administrative employees perform a wide variety of support functions to assist the organization's technical staff so that the primary mission of ORD (conducting research) can be carried out efficiently and effectively. The support functions include: extramural management, human resources management, budget and financial management, information technology and data management, facilities management, health and safety, and clerical activities. In the performance of these functions, the ORD administrative support staff also work with the personnel located in the Agency's Office of Environmental Information, Office of Human Resources, Office of Acquisition Management, Office of Administration, and Office of the Chief Financial Officer which are the primary organizations responsible for Agency-wide

administrative program and policy development. The administrative support personnel within ORD interpret and implement the initiatives and policies put forth by these EPA Offices and provide counsel/advice to the organization's scientists and engineers regarding a myriad of administrative issues.

One of the most important Agency administrative issues in recent years has been the building of excellence with the Human Capital Framework. In 2005, ORD developed its initial Human Capital Strategy and Action Plan and committed to integrating human capital at all levels of the organization with strategic planning, budgeting and accountability. To this end, ORD began work on several strategies within the Plan "to ensure that their subordinate organizations were effectively structured and that staff were effectively distributed to function at optimal efficiency and to support mission accomplishment." As an additional endorsement of ORD's commitment to effective management of human capital, the ORD Management Council also developed a Management Multi-Year Plan (MMYP) that same year. The MMYP, which was directly aligned with the ORD Human Capital Strategy and Action Plan, had as its primary goal: "the provision of effective and efficient ORD-wide administrative activities and services".

In support of both the ORD Human Capital Strategy and the MMYP, ORD began a comprehensive effort to reshape the administrative workforce through the review of its 7 major administrative lines of business: human resources, budget execution, budget formulation, travel/clerical, information technology/information management, facilities management, and extramural management. Throughout 2005 and 2006, a series of in-depth, phased-in studies (known as the Goal 1 and Administrative Efficiencies Project or AEP), were conducted on each line of business. From program development to implementation, these studies were carried out to determine how and where processes might be streamlined, where redundancies could be eliminated, and how best practices could be leveraged across the organization in order to gain more efficiency.

In late 2006, an analysis of the budget forecast (see **Attachment 1**) placed a renewed emphasis on strategically managing ORD's human capital. Given ORD's projected flat, out-year research budget forecast, it was deemed essential that rising personnel costs and benefits (PC&B) must be reviewed and savings identified. In particular, the annual staffing costs related to administrative service delivery were rising steadily; and in 2006, with an annual cost of \$53 million, these costs represented the majority portion of the total ORD administrative costs. By leveraging costs associated with operational administrative efficiencies, ORD would then be able to sufficiently fund its ongoing research and science activities.

Due to the scale of the projected budget shortfall, the identification of approximately 25% in reduced PC&B costs associated with the delivery of administrative support service was applied to the Human Capital/MMYP goal in order to mitigate the impact of the upcoming budget challenges. As a result, each line of business was then charged, in early 2007, with the development of an overarching,

comprehensive restructuring strategy that would result in specific reductions in FTE and PC&B.

Last year the human resources (HR) line of business completed its organizational and workforce analyses and proposed a new restructuring strategy that would significantly reduce the number of employees who were performing these functions. As a result, in late 2007, ORD requested and received approval from the Agency, the Office of Personnel Management, and the Office of Management and Budget to offer both VERA and VSIP authorities to HR employees being impacted by the restructuring. The use of the VERA and VSIP for our HR employees was highly successful in that approximately 1/3 of the affected personnel took advantage of these authorities and retired. This in turn has enabled ORD to proceed with our plans for implementation of a new HR organization without the necessity of having to incorporate more personnel than was needed for the new structure. Additionally, the budget execution (BE) line of business completed its workforce analyses and, as was the case with the HR line of business, has also recommended a new organizational restructuring strategy. This includes a proposal to reduce the number of employees, and as a result, ORD has a request in for approval to offer both VERA and VSIP authorities in this line of business too.

Currently, ORD has 67 federal employees who are performing clerical functions for a significant portion of their time. We are proposing to reduce the current number of 67 employees to 37. Clerical services are currently distributed across ORD's national laboratories, centers, and offices and have resulted in overlapping responsibilities, duplication of efforts, a lack of standardization, and process inefficiencies. In addition, an analysis of the current clerical workforce revealed that there are significant opportunities in ORD for greater task specialization which will result in increased productivity. Moreover, benefits from improved knowledge sharing, a stronger community-based approach to innovations and solutions, anticipated improvements in EPA's financial management systems, more effective and targeted training, and standardization will increase efficiencies and allow a reduction in the clerical workforce. Lastly, by benchmarking with other organizations in EPA that have already consolidated clerical functions, ORD was able to conclude that pooling the clerical. Overall, the restructuring proposal for clerical functions will allow ORD to take advantage of economies of scale by aligning and focusing the clerical work in a much more satisfactory manner.

As a result of the clerical analyses and recommendations, it is expected that the retention of 52 federal employees will be sufficient to perform the clerical and travel work within ORD without these employees being overburdened or adversely impacted by a heavy workload. The remaining 15 employees would then need to be reassigned elsewhere in the ORD organization, as they would no longer have Clerical duties to perform. Therefore, ORD has decided to take immediate steps to reorganize and reduce its Clerical workforce. By requesting the VERA and VSIP authorities, ORD hopes to diminish the potential negative impact on employees and their morale as the Clerical staff is decreased from 67 employees to 37. If these authorities are not granted, 15

Clerical personnel will need to be retrained and then reassigned to other administrative areas within ORD, as they do not have the requisite scientific credentials to perform the technical aspects of the organization's work. Reassignment to other administrative areas will become increasingly problematic as the other ORD lines of business determine their future structure and potentially recommend decreases in their staffing levels as well.

In summary, given the future underlying budget concerns and our commitment to increasing efficiencies in the administrative workforce, ORD believes that it is prudent to go forth at this time with this request for VERA and VSIP for the Clerical employees. It is also a strategic determination on the part of ORD to proceed with the Clerical restructuring now and to assess the need for VERA and VSIP authorities for future lines of business on a case by case basis, as each line of business is looking at unique processes/issues and is working on an independent timeline. Additionally, the discreet usage of these authorities for just the Clerical employees at this time will allow ORD to transition a small portion of its administrative support personnel to the Clerical future state while ensuring that the rest of the administrative work continues to support the organization's mission. Thus, work productivity and employee morale should not be damaged or hindered in any manner.

III. Reshaping the ORD Clerical Workforce

Over the past 2 years, the ORD Clerical workgroup has conducted comprehensive workforce analyses, process design reviews, cost/benefit analyses, and benchmarking studies. The results of these studies were documented in both the 2005 ORD MMYP Goal 1 Report and the 2006 ORD AEP Report. Based on these reports and further analyses by the ORD Clerical, a determination was made that the Clerical functions could be performed more efficiently and effectively if consolidated into 1 organization. Currently, BE functions are performed by employees who are dispersed across 26 organizational units located in 12 different geographic areas reporting to 8 of ORD's 11 laboratories, centers, and offices. (**Attachment 2** depicts the organizations and geographic locations from where BE services are being provided.) As a result of this dispersion, there is duplication of effort, virtually no standardization of work processes, variation in productivity levels, redundant BE information technology platforms, a lack of collaboration or back-up in service delivery, stove pipe communications, varying service level performance metrics, and a disparate variety of knowledge and skill levels among BE personnel.

By consolidating BE functions and staff into 1 organization (see **Attachment 3**), the previously listed findings regarding the work processes and work performance should be eliminated. Additionally, if the VERA and VSIP authorities are granted along with this consolidation, there will be a reduction in PC&B in the outyears if a substantial number of BE employees take advantage of these incentives. These cost reductions are described in greater detail in Section IV. If the VERA and VSIP authorities are not granted, then an ORD-wide administrative hiring freeze will need to

be imposed until the BE staffing levels are reduced, through attrition, to the target number of 41.

Table 1 below, “ORD Current and Planned Staffing Levels,” reflects the current and planned staffing structure.

Table 1: ORD Current and Planned Staffing Levels

ORD Organizations	Current Clerical Staff Level	Planned Clerical Staff Level
Immediate Office of the Assistant Administrator (IOAA/OSP)	7	3
National Center for Computational Toxicology	1	1
National Center for Environmental Assessment	9	5
National Center for Environmental Research	4	1
National Exposure Research Laboratory	16	7
National Health and Environmental Effects Research Laboratory	17	12
National Homeland Security Research Center	2	1
National Risk Management Research Laboratory	14	6
Office of Resources Management and Administration	1	1
Office of Science Advisory	2	2
Office of Administrative and Research Support (proposed organization – Travel Support)	0	13
Total	73	52

IV. Budget Neutrality

As mandated by the Office of Management and Budget for early out/buyout requests, **ORD’s request certifies that the early out/buyout will be budget neutral.** That is, **the early out/buyout will not result in any increased costs** above current or future FY appropriations to pay for costs incurred for buyout cash payments, annual leave cash payments, or any other costs.

In FY08, the PC&B costs associated with the 67 employees performing Clerical functions for ORD more than 25% of their time is \$4,768,787. Of the 67, there are 17 employees who are or will be eligible for optional retirement as of January 1, 2009, and an additional 13 who will be eligible for early out retirement as of the same date. This request for VERA and VSIP authorities, if approved, will only be offered to the 30 employees (**see Attachment 4**) who are eligible for optional or early out retirement to ensure budget neutrality is met.

If all 30 employees accept these authorities and leave by the first of January 2009, the projected **PC&B costs will be reduced** from \$4,768,787 to \$3,089,813 with a projected reduction of **\$730,953** (including the projected direct early out/buyout costs of \$948,021). However, it is anticipated that **only 1/3 of the 30 employees (or a total**

of 10) will use this authority; and with this scenario, the projected PC&B costs would be reduced to \$4,234,964 with a projected reduction of \$217,823 (including the projected direct early out/buyout costs of \$316,000). Any savings as a result of the buy-out will be used for new or ongoing research to improve ORD's ability to meet its research goals.

An estimate of the direct costs of the early out/buy out, within the limits of budget neutrality, is provided in **Tables 2 and 3.**

Table 2: Cost of Early-out/Buy-out for 30 Employees

If 30 ORD Clerical employees who are eligible for an early-out/buyout accept offers and separate:	
■ 30 eligible Clerical employees X 25,000 (maximum cash buy-out)	\$750,000
■ Annual Leave Payout for 30 eligible Clerical employees (based on the sum of the hourly rates of the grades and steps for all 30 employees [825.09] X 240 hours)	\$ 198,021
■ Total Maximum Direct Costs	\$948,021

Table 3: Cost of Early-Out/Buy-Out for 13 Employees

If 10 ORD Clerical employees who are eligible for an early-out/buyout accept offers and separate:	
■ 10 eligible Clerical employees X 25,000 (maximum cash buy-out)	\$ 250,000
■ Annual Leave Payout for 10 eligible Clerical employees (based on the average hourly rate of the grades and steps for all 30 employees [27.50] X 240 hours X 10)	\$ 66,000
■ Total Maximum Direct Costs	\$ 316,000

The indirect costs are difficult to gauge, however, at a minimum they would include a significant amount of formal training due to reassignments to other administrative areas. The indirect benefits derived would be more the effective and efficient use of ORD's Clerical FTEs and the elimination of redundancies in the Clerical work processes.

If positions are vacated as a result of this authority, they will not be backfilled. As stated in Section III, if VERA/VSIP authorities are not granted or if only a limited number of employees take advantage of these incentives, then ORD will need to impose an organization-wide hiring freeze until the Clerical staffing levels are reduced, through attrition, to the target number of 37.

Additionally, no funds or resources other than those appropriated for use in FY09 will be used or required.

V. Template for VERA Requests

This document provides a framework for submitting requests for voluntary early retirement authority (VERA). Agencies should provide enough information under each item to justify use of the authority according to the requirements of the VERA regulations published June 15, 2004 (sections 831.114 and 842.213 of title 5, Code of Federal Regulations).

Agency: Environmental Protection Agency

Component(s): Office of Research and Development

Date of Request:

1. The reason for the VERA request.

In light of the ORD's Human Capital Strategy and MMYP goals which provide for the efficient and effective use of its administrative support workforce, ORD is requesting the use of the VERA to assist in reducing the BE staff from its existing staff level of 68 to its planned staff level of 41. The VERA, if authorized, will help to reshape the BE workforce and mitigate the potentially adverse impact of employee reassignments to other administrative areas within ORD. These reassignments will not allow ORD to reduce its administrative support workforce by 25% as planned. Nor will they be in the best interest of the employees who will have to be retrained to perform new administrative functions (as they do not have the scientific skills to perform the organization's technical work) and who may end up in areas where additional downsizing is expected to occur in the future.

2. The time period for which VERA is requested.

The time period is from the date of the authority being granted through March 1, 2009.

3. The date when the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping upon which this request is based is scheduled to occur.

The date is October 2008.

4. The total number of permanent employees in the organization.

The number is 68.

5. The total number of permanent employees who are expected to be involuntarily separated, voluntarily separated, transferred, reclassified, downgraded, and/or appointed as a result of number 3 above.

The number is 27.

- 6. The total number of permanent employees in the organization who are eligible for voluntary early retirement.**

The number is 40.

- 7. The total number of permanent employees in the organization who are expected to take voluntary early retirement.**

The number is 13.

- 8. A description of the types of personnel actions you expect to take as a result of the actions described in number 3.**

The types of personnel actions anticipated are reassignments to other administrative functions within ORD. The administrative support employees do not have the requisite scientific credentials or technical expertise that would allow them to be reassigned to perform the technical functions of the ORD organization.

The following 2 questions were added per OMB's request:

- 9. Will there will be money left over after the buyout and if so, where that money will be spent?**

We project that there will be a reduction in PC&B costs (as described in Section IV) based on employees taking the buyout. Any savings as a result of the buyout will be used for new or ongoing research to improve ORD's ability to meet its research goals.

- 10. If the buyout will cost extra, where will the costs be offset within the program?**

The buyout will not produce any extra budgetary costs for ORD because they are being targeted in a timeframe that ensures at least budget neutrality.

IV. Template for VSIP Requests

This document provides a framework for submitting requests for authority to make voluntary separation incentive payments. Agencies should provide enough information under each item to justify use of the authority and to meet the requirements of part 576 of title 5, Code of Federal Regulations and section 1313(a) of Public Law 107-296 (the Homeland Security Act of 2002).

Agency: Environmental Protection Agency
Component(s): Office of Research and Development
Date of Request:

1. The reason for the voluntary separation incentive payment (VSIP) request.

In light of the ORD's Human Capital Strategy and MMYP goals which provide for the efficient and effective use of its administrative support workforce, ORD is requesting the use of the VSIP to assist in reducing the BE staff from its existing staff level of 68 to its planned staff level of 41. The VSIP, if authorized, will help to reshape the BE workforce and mitigate the potentially adverse impact of employee reassignments to other administrative areas within ORD. These reassignments will not allow ORD to reduce its administrative support workforce by 25% as planned. Nor will they be in the best interest of the employees who will have to be retrained to perform new administrative functions (as they do not have the scientific skills to perform the organization's technical work) and who may end up in areas where additional downsizing is expected to occur in the future.

2. Identification of the specific positions and functions to be reduced or eliminated, identified by organizational unit, geographic location, occupational series, grade level and any other factors related to the position.

Forty ORD HR employees, who are eligible for either optional or early out retirement, will be offered the VSIP if the authority is granted. **Table 4** below identifies by organizational unit and geographic location the positions to be reduced.

Table 4: Positions to be Reduced

Geographic Location	Organizational Unit	Title, Series, & Grade	Number of Positions
Washington, DC	Immediate Office of the Assistant Administrator	Program Analyst GS-343-14/5	Ex. 6 - Personal Privacy
Washington, DC	National Center for Environmental Assessment	Program Analyst GS-343-14/8	
Washington, DC	National Center for Environmental Assessment	Management Analyst GS-343-13/8	
Washington, DC	National Center for Environmental Assessment	Program Analyst GS-343-12/4	
Washington, DC	National Center for Environmental Research	Program Analyst GS-343-15/10	
Washington, DC	National Center for Environmental Research	Program Analyst GS-343-12/4	
Research Triangle Park, NC	National Exposure Research Laboratory	Program Analyst GS-343-12/5	
Athens, GA	National Exposure Research Laboratory	Financial Mgmt Specialist GS-501-12/8	
Cincinnati, OH	National Exposure Research Laboratory	Budget Analyst GS-560-11/7	
Las Vegas, NV	National Exposure Research Laboratory	Program Analyst GS-343-13/10	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Program Analysts GS-343-13/10	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Program Analyst GS-343-13/8	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-13/7	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-12/10	
Chapel Hill, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-12/8	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-12/6	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Budget Analyst GS-560-12/5	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Program Analyst GS-343-12/5	
Research Triangle Park, NC	National Health and Environmental Effects Research Laboratory	Program Analyst GS-343-11/7	
Duluth, MN	National Health and Environmental Effects Research Laboratory	Management and Program Analyst GS-343-14/5	
Corvallis, OR	National Health and Environmental Effects Research Laboratory	Supv Management and Program Analyst GS-343-14/7	
Corvallis, OR	National Health and Environmental Effects Research Laboratory	Financial Mgmt Specialist GS-501-12/7	

Gulf Breeze, FL	National Health and Environmental Effects Research Laboratory	Supv Management and Program Analyst GM-343-14/00	Ex. 6 - Personal Privacy
Gulf Breeze, FL	National Health and Environmental Effects Research Laboratory	Financial Specialist GS-501-12/10	
Cincinnati, OH	National Homeland Security Research Center	Program Analyst GS-343-15/4	
Cincinnati, OH	National Homeland Security Research Center	Budget Analyst GS-560-13/4	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Officer GS-560-14/5	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Analyst GS-560-13/10	
Cincinnati, OH	National Risk Management Research Laboratory	Program Analyst GS-343-13/8	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Analyst GS-560-12/7	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Analyst GS-560-12/6	
Cincinnati, OH	National Risk Management Research Laboratory	Budget Analyst GS-560-12/5	
Research Triangle Park, NC	National Risk Management Research Laboratory	Supv Program Analyst GS-343-14/6	
Research Triangle Park, NC	National Risk Management Research Laboratory	Budget Analyst GS-560-12/4	
Edison, NJ	National Risk Management Research Laboratory	Administrative Officer GS-341-11/9	
Washington, DC	Office of Resources Management and Administration	Supv Program Analyst GM-343-15/00	
Washington, DC	Office of Resources Management and Administration	Budget Analyst GS-560-14/4	
Washington, DC	Office of Resources Management and Administration	Program Analyst GS-343-13/5	

3. A description of the categories of employees who will be offered incentives.

See chart above. We plan to offer VSIP to the following 40 positions which have the responsibility for performing budget execution functions within ORD:

- 1 Supervisory Program Analyst, 6 Program Analysts, 1 Management Analyst, and 1 Budget Analyst in Washington, DC;
- 2 Program Analysts, 8 Budget Analysts in Cincinnati, OH;
- 1 Supervisory Program Analyst, 6 Program Analysts, and 5 Budget Analysts in Research Triangle Park, NC;
- 1 Budget Analyst in Chapel Hill, NC;
- 1 Financial Management Specialist in Athens, GA;
- 1 Program Analyst in Las Vegas, NV;
- 1 Management and Program Analyst in Duluth, MN;
- 1 Supervisory Management and Program Analyst and 1 Financial Management Specialist in Corvallis, OR; and,
- 1 Supervisory Management and Program Analyst and 1 Financial Specialist in Gulf Breeze, FL;
- 1 Administrative Officer in Edison, NJ.

4. The time period during which incentives may be paid.

The time period we request to complete our VSIP program is March 1, 2009.

We expect employees that accept VSIP to be off the rolls by March 1, 2009.

We anticipate that we will require that amount of time because we would like employees to be off the rolls as soon after the first quarter as possible for budgetary reasons.

5. The number and maximum amounts of voluntary separation incentive payments to be offered.

The number is 40. The maximum amount that will be paid is \$1,452,560.

6. A narrative description of how the organization will operate without the eliminated or restructured positions and functions.

The work is being significantly streamlined, with redundant BE processes eliminated or automated, so that the resultant BE work is estimated to consume no more than 41 FTE. The additional 27 employees who are performing BE functions will have to be retrained and then reassigned to other administrative positions with ORD in order to have viable positions.

7. A proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the VSIPs.

See Attachment 3.

8. If the agency has requested, or will request, voluntary early retirement authority (VERA), a description of how that authority will be used in conjunction with VSIP.

ORD will use the VERA, in conjunction with the VSIP, as an incentive to reduce the existing BE staffing level. Together, these two authorities provide the most favorable opportunity for the organization to meet its restructuring goals while offering an attractive incentive for eligible employees to elect to leave the organization. ORD anticipates that only a small percentage of the ORD employees would actually choose to retire from the organization if only a VERA is offered. If the VSIP incentive is also offered, ORD believes that the combination will allow the organization to obtain increased results.

9. If the agency is offering separation incentives under any other statutory authority, a description of how that authority is being used.

Not applicable. ORD is not using incentives under any other statutory authority.

The following 2 questions were added to the VSIP template per OMB's request:

10. Will there will be money left over after the buyout and if so, where that money will be spent?

We project that there will be a reduction in PC&B costs (as described in Section IV) based on employees taking the buyout. Any savings as a result of the buyout will be used for new or ongoing research to improve ORD's ability to meet its research goals.

11. If the buyout will cost extra, where will the costs be offset within the program?

The buyout will not produce any extra budgetary costs for ORD because they are being targeted in a timeframe that ensures at least budget neutrality.

Attachment 1

Projected ORD Budget Forecast

Attachment 2

Existing ORD Organizational Structure

Attachment 3

Proposed ORD Organizational Structure

Attachment 4

ORD Budget Execution Employees Eligible for VERA and VSIP As Of January 1, 2009

Attachment 4

ORD Budget Execution Employees

Eligible for VERA and VSIP as of January 1, 2009

Position Title	Pay Plan, Series, Grade	Number	Optional Retirement	Early Out Retirement
Supervisory Program Analyst	GM-343-15/00	1	Ex. 6 - Personal Privacy	
Supervisory Management and Program Analysts	(1) GM-343-14/00 (1) GS-343-14/7	2		
Supervisory Program Analyst	GS-343-14/6	1		
Program Analysts	GS-343-15/10 GS-343-15/4	2		
Program Analysts	GS-343-14/8 GS-343-14/5	2		
Management and Program Analyst	GS-343-14/5	1		
Budget Officer	GS-560-14/5	1		
Budget Analyst	GS-560-14/4	1		
Program Analysts	(3) GS-343-13/10 (2) GS-343-13/8 (1) GS-343-13/5	6		
Management Analyst	GS-343-13/8	1		
Budget Analysts	(1) GS-560-13/10 (1) GS-560-13/7 (2) GS-560-13/4	4		
Program Analysts	(2) GS-343-12/5 (2) GS-343-12/4	4		
Financial Management Specialists	(1) GS-501-12/10 (1) GS-501-12/8 (1) GS-501-12/7	3		
Budget Analysts	(1) GS-560-12/10 (1) GS-560-12/8 (1) GS-560-12/7 (2) GS-560-12/6 (2) GS-560-12/5 (1) GS-560-12/4	8		
Administrative Officer	GS-341-11/9	1		
Program Analyst	GS-343-11/7	1		
Budget Analyst	GS-560-11/7	1		
Total		40	21	19

Message

From: Vaughan, Pat [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=4367C062EEEC401584761A7CA93692EA-VAUGHAN, PATRICIA]
Sent: 2/28/2018 9:49:07 PM
To: Steenbock, John [Steenbock.John@epa.gov]
CC: Mayes, Desmond [Mayes.Desmond@epa.gov]; Kanet, Audrey [kanet.audrey@epa.gov]
Subject: Dates
Attachments: ORD VERA VSIP Business Case - 1.22.18.docx

John,

Any feedback from Chris or others on potential dates for the 2nd V/V? I probably need to get back to Debbi Hart by next week. Her email said they wanted our draft business case and dates by "early March."

Attached is the latest draft of the business case. I added a mention of us removing some "essential" functions from the targeted pool. Additionally, I don't think we can complete the numbers in the highlighted sentence until we see what data we get from the LCOs. We'll have to remove everything they deemed "essential" from our counts.

I read through the business case again, and I think we can still use it, unless they are going to want us to go into more detail, now that we have announced a reorganization. I don't think that will be the case though.

Pat Vaughan
Director, Human Resources Division
ORD/Office of Administrative and Research Support
919-541-4912

Ex. 6 - Personal Privacy (cell)

<https://> Ex. 6 - Personal Privacy

Message

From: Szaro, Deb [Szaro.Deb@epa.gov]
Sent: 11/15/2017 9:36:36 PM
To: Bloom, David [Bloom.David@epa.gov]
CC: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: Re: Interim FTE approach

Thanks. External or internal or just the total number?

Sent from my iPhone

On Nov 15, 2017, at 4:31 PM, Bloom, David <Bloom.David@epa.gov> wrote:

Deb,
I spoke briefly with Donna and we both suggest that you be judicious in the hires you identify in your plan. David

From: Szaro, Deb
Sent: Wednesday, November 15, 2017 9:05 AM
To: Vizian, Donna <Vizian.Donna@epa.gov>; Bloom, David <Bloom.David@epa.gov>
Subject: Interim FTE approach

Hi Donna and David,

As the result of our VERA/VSIP, higher than normal attrition, our inability to complete a number of hires last January, and very conservative fiscal planning, we are one of the few organizations in the black. At a current utilization rate of 514.9 FTEs, we are 21 FTEs below the interim target level of 535.9, and that is before we factor in 5% attrition. I wanted to run my thoughts about our FTE planning by you.

We are trying to balance the entire organization's need to reduce total FTEs with Region 1's need to meet our mission obligations and re-balance our FTE utilization. We are not proposing that we "hire up" to our interim ceiling, but we would like to fill some positions using this strategy which would have minimal impact on the agency's overall FTEs:

- <!--[if !supportLists]--><!--[endif]-->Convert 3-4 exceptional students over the course of FY18, as they graduate. These students are already on board as part-time Pathways students and are counted in our FTEs, so this will have minimal impact on our FTE utilization.
- <!--[if !supportLists]--><!--[endif]-->Advertise externally for 5 GS-12 positions to address near-term priority needs that we wouldn't likely be able to fill internal to EPA: Press relations, Congressional and Intergovernmental relations, human resources, NPDES permit writer, and contracting officer.
- <!--[if !supportLists]--><!--[endif]-->Advertise internally across EPA at multiple levels (GS-9 to -12) to fill an additional 10 or so priority positions.

Given our low FTE utilization rate, we think we're pretty unique. Please let me know whether we are on the right track.

Thanks, Deb

<image002.jpg>

Message

From: Szaro, Deb [Szaro.Deb@epa.gov]
Sent: 11/15/2017 2:05:08 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]; Bloom, David [Bloom.David@epa.gov]
Subject: Interim FTE approach

Hi Donna and David,

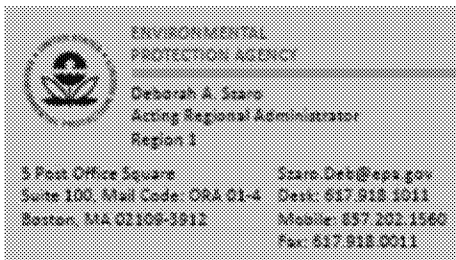
As the result of our VERA/VSIP, higher than normal attrition, our inability to complete a number of hires last January, and very conservative fiscal planning, we are one of the few organizations in the black. At a current utilization rate of 514.9 FTEs, we are 21 FTEs below the interim target level of 535.9, and that is before we factor in 5% attrition. I wanted to run my thoughts about our FTE planning by you.

We are trying to balance the entire organization's need to reduce total FTEs with Region 1's need to meet our mission obligations and re-balance our FTE utilization. We are not proposing that we "hire up" to our interim ceiling, but we would like to fill some positions using this strategy which would have minimal impact on the agency's overall FTEs:

- Convert 3-4 exceptional students over the course of FY18, as they graduate. These students are already on board as part-time Pathways students and are counted in our FTEs, so this will have minimal impact on our FTE utilization.
- Advertise externally for 5 GS-12 positions to address near-term priority needs that we wouldn't likely be able to fill internal to EPA: Press relations, Congressional and Intergovernmental relations, human resources, NPDES permit writer, and contracting officer.
- Advertise internally across EPA at multiple levels (GS-9 to -12) to fill an additional 10 or so priority positions.

Given our low FTE utilization rate, we think we're pretty unique. Please let me know whether we are on the right track.

Thanks, Deb



Message

From: Clifton, Tony [Clifton.Tony@epa.gov]
Sent: 5/11/2017 6:13:25 PM
To: McDonald, James [McDonald.James@epa.gov]
CC: Hill, Troy [Hill.Troy@epa.gov]; Young, Kendrick [Young.Kendrick@epa.gov]
Subject: RE: VV justification draft
Attachments: R6 Draft VV Justification .docx

Attached is the draft with the edits we discussed.

Tony D. Clifton
Labor & Employee Relations Specialist
US EPA, Region 6
1445 Ross Ave
Dallas, TX 75202
Phone: 214-665-8395
Mobile: Ex. 6 - Personal Privacy
Fax: 214-665-6538
email: Clifton.Tony@epa.gov



From: Clifton, Tony
Sent: Thursday, May 11, 2017 9:39 AM
To: McDonald, James <McDonald.James@epa.gov>
Cc: Hill, Troy <Hill.Troy@epa.gov>; Young, Kendrick <Young.Kendrick@epa.gov>
Subject: VV justification draft

Good morning James,

Attached is a draft of the Region's VV justification for your review. Is there a time that we can brief you on the document?

Also, if you are interested, we can provide a breakdown of positions and grades at the Divisional level that are occupied by VERA/VSIP eligible staff. Below is an example of what this breakdown looks like for WQ Division. We can also change the way this data is presented if you need a breakdown by section.

WQ Division Staff	Safe Positions					Target Eligible					Grand Total			
	00	13	14	15	Total	07	08	11	12	13	14	Total		
DALLAS, TEXAS														
ADMINISTRATIVE SPECIALIST														
AQUATIC BIOLOGIST														
DIRECTOR, WATER QUALITY PROTECTION DI														
ENVIRONMENTAL ENGINEER														
ENVIRONMENTAL ENGINEER (LEADER)														
ENVIRONMENTAL PROTECTION ASST														
ENVIRONMENTAL PROTECTION SPECIALIST														
ENVIRONMENTAL SCIENTIST														
GEOLOGIST														
LEAD ENVIRONMENTAL PROTECTION SPC														
LIFE SCIENTIST														
MANAGEMENT & PROG ANALYST														
PHYSICAL SCIENTIST														
PHYSICAL SCIENTIST (ENVIRONMENTAL)														
SECRETARY (OA)														
SUPERVISORY ENVIRON ENGINEER														
SUPERVISORY ENVIRONMENTAL ENGINEER														
SUPERVISORY ENVIRONMENTAL SCIENTIST														
SUPERVISORY LIFE SCIENTIST														
SUPERVISORY PHYSICAL SCIENTIST														
SUPERVISORY PHYSICAL SCIENTIST (ENV)														
SUPV ENVIRONMENTAL PROTECTION SPC														
VISUAL ARTS SPECIALIST														
EL PASO, TEXAS														
ENVIRONMENTAL ENGINEER														
Grand Total														

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Tony D. Clifton
 Labor & Employee Relations Specialist
 US EPA, Region 6
 1445 Ross Ave
 Dallas, TX 75202
 Phone: 214-665-8395
 Mobile: Ex. 6 - Personal Privacy
 Fax: 214-665-6538
 email: Clifton.Tony@epa.gov



Region 7 Actions with Customer
as of 9/26/2017

Sub Bur	Org	Org Desc	FPPS ID	Action Type	Name Compressed	Role	Action Location	Date Initiated	Date Last Updated	Days Since Initiated	Date Due to SPO	Proposed Effective Date	Comments
W7	WDA00000	SUPERFUND TA & REUSE BRANCH	Ex. 6 - Personal Privacy	AWARDS AND QUALITY STEP INC	KLEIN, SUSAN L.	REQUESTOR	EPASAW5	04/21/15	04/21/15	890	04/03/15	04/21/15	
W7	WA000000	ENFORCEMENT COORDINATION OFFICE		REQUEST FOR ELIGIBLES	NICHOLLS, JACOB B.	REQUESTOR	EPADD55	03/02/16	07/21/16	574	07/08/16	07/24/16	
W7	WA000000	ENFORCEMENT COORDINATION OFFICE		REQUEST FOR ELIGIBLES	**MANAGEMENT AND PROGRAM	REQUESTOR	EPADD55	08/04/16	10/13/16	419	08/05/16	08/29/16	
W7	WDA00000	PROGRAM SUPPORT AND MANAGEMENT SCTN		REQUEST FOR ELIGIBLES	ENVIRONMENTAL PROTECTION	REQUESTOR	EPARWJ5	11/30/16	01/17/17	301	11/11/16	11/30/16	
W7	WCA00000	OFFICE OF REGIONAL COUNSEL		REQUEST FOR ELIGIBLES	***CI-R7-OT-2016-0011 STU	REQUESTOR	EPALAH5	08/22/16	01/20/17	401	04/28/17	05/21/17	
W7	WDA00000	PROGRAM SUPPORT AND MANAGEMENT SCTN		REQUEST FOR ELIGIBLES	STUDENT TRAINEE RECORDS M	REQUESTOR	EPARWJ5	10/04/16	02/22/17	358	09/16/16	10/04/16	
W7	WDB00000			REQUEST FOR ELIGIBLES		REQUESTOR	EPARWJ5	05/05/16	02/22/17	510	06/10/16	06/27/16	
W7	WDD00000			REQUEST FOR ELIGIBLES		REQUESTOR	EPARWJ5	12/09/16	02/24/17	292	01/20/17	01/23/17	
W7	WOB00000	OFFICE OF PUBLIC AFFAIRS		POSITION ACTION ONLY		INITIATOR	EPATRA1	02/21/17	03/07/17	218	02/03/17	02/21/17	
W7	WDA00000	PROGRAM SUPPORT AND MANAGEMENT SCTN		REQUEST FOR ELIGIBLES	O'HERRON, KELSEY	REQUESTOR	EPARWJ5	12/27/16	04/06/17	274	01/06/17	01/26/17	
W7	WDA00000	BROWNFIELDS & LAND REVITALIZATION BR		REQUEST FOR ELIGIBLES	PURCHAS, BRANDI	REQUESTOR	EPARWJ5	01/17/17	04/06/17	253	12/23/16	01/18/17	
W7	WD000000	SUPERFUND DIVISION		REQUEST FOR ELIGIBLES	INTERDISCIPLINARY OSC	REQUESTOR	EPARWJ5	11/30/16	04/12/17	301	11/11/16	11/30/16	
W7	WD000000	SUPERFUND DIVISION		REQUEST FOR ELIGIBLES	LIFE SCI/PHYS SCI/ENV ENG	REQUESTOR	EPARWJ5	12/07/16	04/12/17	294	11/11/16	12/07/16	
W7	WCD00000			REQUEST FOR ELIGIBLES		AUTHORIZER	EPALAH5	11/16/16	04/28/17	315	09/15/17	10/02/17	
W7	WD000000			REQUEST FOR ELIGIBLES		REQUESTOR	EPARWJ5	01/12/17	04/28/17	258	01/20/17	02/06/17	
W7	WA000000	ENFORCEMENT COORDINATION OFFICE		REQUEST FOR ELIGIBLES	MANAGEMENT AND PROGRAM AN	REQUESTOR	EPADD55	11/10/16	05/04/17	321	10/28/16	11/21/16	
W7	WCA00000	OFFICE OF REGIONAL COUNSEL		NAME CHANGE	STOY, VEDA ALYSE	INITIATOR	EPAAJG5	08/23/17	09/05/17	35	08/18/17	09/03/17	
W7	WBO00000	OFC OF TRIBAL AND INTL COORDINATION		DETAIL OF AN EMPLOYEE	CACHO, JULIA A.	REQUESTOR	EPAKAF5	09/11/17	09/11/17	16	09/15/17	10/01/17	
W7	WOAE0000	SECURITY, SAFETY, &FACILITIES MGMT BR		AWARDS AND QUALITY STEP INC	KRUEGER, ROY L.	CONCURRER	EPABAK5	09/15/17	09/15/17	12	08/18/17	09/15/17	
W7	WD000000	SUPERFUND DIVISION		AWARDS AND QUALITY STEP INC	HALSTEAD, AMANDA M	REQUESTOR	EPARWJ5	09/25/17	09/25/17	2	09/01/17	09/25/17	
W7	WDA00000	BROWNFIELDS & LAND REVITALIZATION BR		AWARDS AND QUALITY STEP INC	MORRIS, JENNIFER A.	REQUESTOR	EPARWJ5	09/25/17	09/25/17	2	09/01/17	09/25/17	
W7	WDA00000	BROWNFIELDS & LAND REVITALIZATION BR		AWARDS AND QUALITY STEP INC	PYAKURYAL, KUMUD N.	REQUESTOR	EPARWJ5	09/25/17	09/25/17	2	09/01/17	09/25/17	
W7	WCB00000	SUPERFUND BRANCH		AWARDS AND QUALITY STEP INC	DRENNEN, MICHELE	AUTHORIZER	EPALAH5	09/25/17	09/26/17	2	09/01/17	09/25/17	
W7	WE000000	AIR & WASTE MANAGEMENT DIV		DETAIL OF AN EMPLOYEE	ESPINOSA, MONICA S.	INITIATOR	EPARJK5	09/22/17	09/26/17	5	10/27/17	11/12/17	
W7	WFO00000	ENVIRO SCIENCES & TECHNOLOGY DIV		AWARDS AND QUALITY STEP INC	TILLEY, AMBER N.	REQUESTOR	EPACMT5	09/26/17	09/26/17	1	09/29/17	10/15/17	
W7	WFCB0000	LABORATORY SECTION		AWARDS AND QUALITY STEP INC	DORN, DANIEL A.	REQUESTOR	EPACMT5	09/26/17	09/26/17	1	09/29/17	10/15/17	
W7	WFD00000	MONITORING & ENVIRO SAMPLING BRANCH		AWARDS AND QUALITY STEP INC	BROWN, MATTHEW H.	REQUESTOR	EPACMT5	09/26/17	09/26/17	1	09/29/17	10/15/17	

This report structure was developed by the HR Shared Service Centers.

The data in this report was extracted from FPPS at approximately 8:00 pm EST the day before the "Time run" date.

Time run: 9/27/2017 11:35:03 AM

Region 7 Actions with the SSC
as of 9/26/2017

Sub Bur	Org	Org Desc	FPPS ID	Name Compressed	Action Type	NOAC	NOAC Desc	Action Location	Date Last Updated	Date Initiated	Date Rec By SPO	Proposed Effective Date	Date Effective	Comments
W7	WCD00000	CHEMICAL MANAGEMENT BRANCH	Ex. 6 - Personal Privacy	MILLS, CLARISSA HOWLEY		880	CHG IN TENURE GROUP	EPALRT1	06/29/17	06/28/17	06/28/17		06/13/19	
W7	W0AA0000	PROGRAM OPERATIONS & INTEGRATION BR		OVERSTREET, KELLY E.		880	CHG IN TENURE GROUP	EPALRT1	08/17/17	08/14/17	08/14/17		12/13/18	
W7	WEA00000	AIR PERMITTING & COMPLIANCE BR		QUEIROZ, GUSTAVO FRANCISC		880	CHG IN TENURE GROUP	EPALRT1	08/23/17	08/22/17	08/22/17		09/06/19	
W7	WEDA0000	ATMOSPHERE PROGRAMS SECTION		GRIER, GINA M.	REASSIGNMENT			EPAGDH0	08/30/17	08/30/17	08/30/17	09/17/17	09/17/17	
W7	WEAA0000	AIR COMPLIANCE AND ENFORCEMENT SCTN		WERNER, LESLYE E.	DETAIL OF AN EMPLOYEE	703	PROMOTION-NTE 01-28-18	EPAGDH0	09/06/17	09/05/17	09/05/17	09/17/17	10/01/17	
W7	WF000000	ENVIRO SCIENCES & TECHNOLOGY DIV		SAPPINGTON, LATOYA NIKKOL	NAME CHANGE			EPADJH4	09/06/17	09/05/17	09/06/17	10/01/17	10/01/17	
W7	WGE00000	WATER ENFORCEMENT BRANCH		KLEFFNER, ERIN ALISHA	PROMOTION	702	PROMOTION	EPAGDH0	09/07/17	09/07/17	09/07/17	10/15/17	10/15/17	
W7	WOB00000	OFFICE OF PUBLIC AFFAIRS		ROBINETT, TRAVIS LAWRENCE	TERMINATION/TRANSFER OUT	352	TERMINATION-APPT IN VHA	EPASAJ0	09/11/17	09/06/17	09/06/17	09/16/17	09/16/17	
W7	WD000000	SUPERFUND DIVISION		HALSTEAD, AMANDA M	PROMOTION	702	PROMOTION	EPAGDH0	09/12/17	09/07/17	09/08/17	10/01/17	10/01/17	
W7	WEDB0000	COMMUNITY PARTNERSHIPS SECTION		CASBURN, TRACEY A	REASSIGNMENT	721	REASSIGNMENT	EPACRM2	09/12/17	07/26/17	07/26/17	08/06/17	10/29/17	
W7	WEAA0000	AIR COMPLIANCE AND ENFORCEMENT SCTN		BURNS, WARD A.	DETAIL OF AN EMPLOYEE	930	DETAIL NTE 01-17-18	EPAGDH0	09/13/17	09/08/17	09/08/17	09/17/17	10/01/17	
W7	WOAG0000	ACQUISITION MANAGEMENT BR		HOOBLER, VERNON JACOB	PROMOTION			EPAGDH0	09/14/17	09/13/17	09/13/17	10/01/17	10/01/17	
W7	WB000000	OFC OF TRIBAL AND INTL COORDINATION		GRIER, GINA M.	DETAIL OF AN EMPLOYEE			EPAGDH0	09/14/17	09/11/17	09/11/17	10/01/17	10/01/17	
W7	WOAD0000	HUMAN CAPITAL MANAGEMENT BR		REED, BRANDY N.	DETAIL OF AN EMPLOYEE	930	DETAIL NTE 01-28-18	EPAGDH0	09/19/17	09/11/17	09/11/17	10/01/17	10/01/17	
W7	WOB00000	OFFICE OF PUBLIC AFFAIRS		ALBANO, EMILY V		881	FEGLI CHG	EPACAT0	09/20/17	09/15/16	09/15/16		10/01/17	
W7	WDE00000	ASSESSMENT, EMERGENCY RESP &REMOVAL		PYAKURYAL, KUMUD N.	EXTENSION OF A DETAIL			EPAGDH0	09/21/17	09/14/17	09/14/17	10/24/17	10/24/17	
W7	WD000000	SUPERFUND DIVISION		MCLARTY, CODY D.	REALIGNMENT	790	REALIGNMENT	EPAGDH0	09/22/17	08/29/17	09/07/17	09/17/17	10/01/17	
W7	WEC00000	WASTE ENF & MATERIALS MGMT BR		MENDRALA, ANGELA MARIE	TERMINATION/TRANSFER OUT			EPASAJ0	09/22/17	09/12/17	09/22/17	09/12/17	09/12/17	
W7	WCB00000	SUPERFUND BRANCH		GRINDSTAFF, SHAWN G	RESIGNATION	317	RESIGNATION	EPACAT0	09/25/17	09/11/17	09/11/17	09/30/17	09/30/17	
W7	WG000000	WATER, WETLANDS & PESTICIDES DIV		BOWMAN, JANET L	AWARDS AND QUALITY STEP INC	846	INDIVIDUAL TIME OFF AWARD	EPALRT1	09/25/17	09/22/17	09/25/17	09/22/17	09/22/17	
W7	WG000000	WATER, WETLANDS & PESTICIDES DIV		SENA, ANGELA G.	AWARDS AND QUALITY STEP INC	846	INDIVIDUAL TIME OFF AWARD	EPALRT1	09/25/17	09/22/17	09/22/17	09/22/17	09/22/17	
W7	WGFO0000	WATERSHED PLANNING&IMPLEMENTATION BR		MEANS, CHRISLYN R.	AWARDS AND QUALITY STEP INC	846	INDIVIDUAL TIME OFF AWARD	EPALRT1	09/25/17	09/22/17	09/25/17	09/22/17	09/22/17	
W7	WGFO0000	WATERSHED PLANNING&IMPLEMENTATION BR		SCHAFF, STEVEN D	AWARDS AND QUALITY STEP INC	846	INDIVIDUAL TIME OFF AWARD	EPALRT1	09/25/17	09/22/17	09/22/17	09/22/17	09/22/17	
W7	WGFA0000	WATERSHED SUPT,WETLANDS&STRM PRT SCTN		OUSLEY, JENNIFER R.	AWARDS AND QUALITY STEP INC	846	INDIVIDUAL TIME OFF AWARD	EPALRT1	09/25/17	09/22/17	09/25/17	09/22/17	09/22/17	
W7	WOA00000	OFFICE OF POLICY & MANAGEMENT		KREHBIEL, BENJAMIN A	AWARDS AND QUALITY STEP INC	846	INDIVIDUAL TIME OFF AWARD	EPALRT1	09/26/17	09/21/17	09/21/17	09/22/17	09/22/17	
W7	WOB00000	OFFICE OF PUBLIC AFFAIRS		ROBINETT, TRAVIS LAWRENCE		002	CORRECTION	EPASAJ0	09/26/17	09/26/17	09/26/17		01/08/17	
W7	WEDA0000	ATMOSPHERE PROGRAMS SECTION		KEMP, LACHALA R	REASSIGNMENT	721	REASSIGNMENT	EPACRM2	09/26/17	07/26/17	07/26/17	08/06/17	10/01/17	

This report structure was developed by the FPPS Shared Service Centers

The data in this report was extracted from FPPS at approximately 8:00 pm EST the
Time run: 9/27/2017 11:38:09 AM

From: Flournoy, Luetta [Flournoy.Luetta@epa.gov]
Sent: 8/10/2017 4:04:36 PM
To: Price, Patricia [price.patricia@epa.gov]
Subject: Revised DRAFT: Post VERA/VSIP Guidance for Region 7 Managers
Attachments: Region 7 Hiring Exception Request.pdf; Workforce Readiness and Restructuring.docx

Pat — **Ex. 5 - Deliberative Process**

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

See what you think. Let me know if you would like to discuss, or if there are any further edits/revisions I can help make. Also, if there is anything else that I can assist with.

DRAFT

POST VERA/VSIP GUIDANCE FOR REGION 7 MANAGERS

As noted in Edward Chu's July 14th all hands message, "we will find a way to fill the most critical gaps, repurpose our work, and in some cases, make conscious decisions to stop doing work that is not necessary for our core mission or work that our state and local government partners are equipped and legally able to manage. In all we do moving forward, please look for the most efficient and effective ways to get things done."

Ex. 5 - Deliberative Process

For more information related to the hiring freeze, refer to the February 22, 2017 memo from Donna Vizian, OARM, included at the end of this document.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

From: Vizian, Donna

Sent: Wednesday, February 22, 2017 4:44 PM

To: 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>

Cc: DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>; Roberts, Suzanne <Roberts.Suzanne@epa.gov>; Barnett, Howard <Barnett.Howard@epa.gov>

Subject: Final Hiring Guidance

Thank you for the comments and questions on the interim agency guidance related to the hiring freeze. We have considered these comments and tried to address the questions in the final guidance below.

As you know, on January 23, 2017 the President directed a freeze on the hiring of federal civilian employees via Presidential Memorandum entitled "Hiring Freeze". OMB and OPM issued guidance on January 25, 2017 (M-17-17) and January 31, 2017 (M-17-18) to clarify and provide information on the types of exemptions authorized under the hiring freeze. On February 11, 2017 they provided answers to frequently asked questions.

As a general rule, no vacant position existing at noon on January 22, 2017 may be filled and no new positions may be created, except in limited circumstances. This applies to all positions regardless of how the position is funded, i.e., Pesticide Fees. Agencies are also prohibited from making any competitive promotions (Internal Merit Promotion) during the hiring freeze.

I would like to highlight one change. We removed the requirement to check in with the CHCO if a detail or reassignment would cross a NPM/Region. Please keep in mind that the goal during this brief period is to do our best to cover our work within our organizations. Also, please remember that Skills Marketplace projects are not impacted by the freeze. This is a great way to offer developmental opportunities to our staff during this period.

The below EPA guidance is based on all information received from OMB/OPM and discussions held with agency senior leadership.

1. General Exemptions to the Hiring Freeze

- Hiring Commissioned Corps of the US Public Health Service
- Student volunteers who are pursuing their educational goals
- Appointments made under the Pathways INTERNSHIP program. Agencies must ensure that hires under this program understand that conversion is not guaranteed. This does NOT include the Pathways Recent Graduates program.
- Appointment of Presidential Management Fellows. Agencies must ensure that hires understand that conversion is not guaranteed. I also ask that you carefully consider utilizing PMFs considering the cost and the potential of not being able to convert them to permanent status.
- Conversion in the ordinary course to the competitive service of CURRENT agency employees serving in positions with conversion authority, such as Veteran's Recruitment Act (VRA) and Pathways programs.
- Internal career ladder promotions
- Term and temporary appointments of existing federal employees may be extended up to the maximum allowable time limit

2. Exemptions Allowed by Agency Head

- Job offers made prior to January 22, 2017 but for which the individual has a confirmed start date that is later than February 22, 2017 or does not have a confirmed start date. On a case-by-case basis the Agency head can approve based on essential mission priorities, current agency resources, and funding levels.
- Positions deemed necessary to meet national security responsibilities or meet public safety responsibilities. Can be exempted after consultation with agency Chief Human Capital Officer and General Counsel. The Agency must also notify OPM and EPA's OMB Resource Management Office (Mike Hickey).

3. Exceptions to the Hiring Freeze to the extent that an agency head deems the action necessary to meet the highest priority needs of the agency or to ensure that essential services are not interrupted

- Internal Reassignments
- Noncompetitive Temporary Details
- Temporary promotions

All detail, non-competitive temporary promotions, and reassignment actions require a determination that the position is critical to fill in that it meets the highest priority needs of the agency or to ensure essential services are not interrupted.

The ability to make this determination regarding non-competitive details, temporary promotions and reassignments has been delegated to the Assistant Administrators and Regional Administrators (attached). This decision must be documented and maintained in a file held by the senior resource official.

In general:

- Actions submitted to your Shared Service Center prior to January 22, 2017 are being processed.
- Actions submitted after January 22 but before February 14 require the determination by the AA/RA that the position is critical and meets the highest priority needs of the agency or to ensure essential services are not interrupted. If approved, the AA/RA or SRO must notify the SSC before they will process.
- The SSC will assume all actions received on or after February 14 were reviewed and approved consistent with the Acting Administrator's delegation.

Reassignments

- Actions within your NPM/Region – These actions may proceed once the determination of need (critical/essential) is made by the AA/RA.
- Actions across NPMs/Regions - After making a selection, but prior to discussing with the selected candidate, the SRO in the gaining organization must obtain concurrence from the SRO in the home organization.

Noncompetitive Temporary Details and Temporary Promotions (excludes PMF required developmental details)

- Actions within your NPM/Region – These actions may proceed once the determination of need (critical/essential) is made by the AA/RA.
 - Actions across NPMs/Regions – After making a selection, but prior to discussing with the selected candidate, the SRO in the gaining organization must obtain concurrence from the SRO in the home organization.
4. **EPA Reorganizations** – Because agencies are prohibited from creating any new positions during this hiring freeze, all pending reorganizations will be processed up to the point of implementation and then will be stopped until the hiring freeze is lifted. Organizational title changes, where the only change is to the name of an organization and does not involve any movement of staff are exempted from this freeze any may continue.
 5. **Pending Recruitment Workload with Shared Service Center** – SSCs will provide a list of all pending recruitment actions (those that were already advertised on USAJOBS) and the status of those requests to the SRO. AA/RA are asked to review that list with the SRO and make a determination on those

positions that are critical to your mission and would be the highest priority vacancies you would expect to fill once a freeze is lifted. The SSC will then complete and issue certificates of eligible. Programs and Regions could then proceed up to the point of selection. If the freeze is still in place, no tentative offer will be made until the freeze is lifted. Please be clear with applicants that a final hiring decision is subject to lifting of the hiring freeze by OMB/OPM.

6. **Posting of Vacancies on USAJOBS during Hiring Freeze** – Generally, during the hiring freeze the Shared Service Centers will not be posting any EPA vacancies on USAJOBS with the following limited exceptions:

Exemption Granted by the Director of OPM – As outlined in M-17-18, the Director of OPM may grant additional exemptions from the hiring freeze for critical situations. EPA's Administrator has to make a request in writing to the Director of OPM explaining the critical need and how it relates to essential services or critical mission requirements; explain why reassignment/detail of existing staff is not possible, and explain the urgency of need and consequences of not filling the position within a 3-6-month timeline.

Critical Vacancy Identified by AA/RA – For critical vacancies where a program/region knows a position will be filled once the hiring freeze is lifted, the AA/RA can submit a justification to the CHCO requesting approval to post a vacancy. In those situations, recruitment activity can proceed up to the point of selection. If the freeze is still in place, no tentative offer will be made until the freeze is lifted. Please be clear with applicants that a final hiring decision is subject to lifting of the hiring freeze by OMB/OPM.

Pathway Internships – These actions may proceed.

I appreciate your continued support and cooperation in following the above guidance during this hiring freeze. I will continue to share additional information provided by OPM/OMB. Please let John or myself know if you have any questions.

Message

From: Flournoy, Luetta [Flournoy.Luetta@epa.gov]
Sent: 7/27/2017 8:29:12 PM
To: Price, Patricia [price.patricia@epa.gov]
Subject: Revised DRAFT: Post VERA/VSIP Guidance
Attachments: Region 7 Hiring Exception Request.pdf; Workforce Readiness and Restructuring.docx

Per our earlier discussion, here's a revised version of both the cover memo and the 2nd attachment, which attempts to incorporate additional information regarding details and inservice placement. See what you think.

DRAFT

POST VERA/VSIP GUIDANCE FOR REGION 7 MANAGERS

As noted in Edward Chu's July 14th all hands message, "we will find a way to fill the most critical gaps, repurpose our work, and in some cases, make conscious decisions to stop doing work that is not necessary for our core mission or work that our state and local government partners are equipped and legally able to manage. In all we do moving forward, please look for the most efficient and effective ways to get things done."

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Sent: Wednesday, February 22, 2017 4:44 PM

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Cc: DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>; Roberts, Suzanne <Roberts.Suzanne@epa.gov>; Barnett, Howard <Barnett.Howard@epa.gov>

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4. **EPA Reorganizations** – Because agencies are prohibited from creating any new positions during this hiring freeze, all pending reorganizations will be processed up to the point of implementation and then will be stopped until the hiring freeze is lifted. Organizational title changes, where the only change is to the name of an organization and does not involve any movement of staff are exempted from this freeze any may continue.
 5. **Pending Recruitment Workload with Shared Service Center** – SSCs will provide a list of all pending recruitment actions (those that were already advertised on USAJOBS) and the status of those requests to the SRO. AA/RA are asked to review that list with the SRO and make a determination on those positions that are critical to your mission and would be the highest priority vacancies you would expect to fill once a freeze is lifted. The SSC will then complete and issue certificates of eligible. Programs and Regions could then proceed up to the point of selection. If the freeze is still in place, no tentative offer will be made until the freeze is lifted. Please be clear with applicants that a final hiring decision is subject to lifting of the hiring freeze by OMB/OPM.
 6. **Posting of Vacancies on USAJOBS during Hiring Freeze** – Generally, during the hiring freeze the Shared Service Centers will not be posting any EPA vacancies on USAJOBS with the following limited exceptions:

Exemption Granted by the Director of OPM – As outlined in M-17-18, the Director of OPM may grant additional exemptions from the hiring freeze for critical situations. EPA's Administrator has to make a request in writing to the Director of OPM explaining the critical need and how it relates to essential services or critical mission requirements; explain why reassignment/detail of existing staff is not

possible, and explain the urgency of need and consequences of not filling the position within a 3-6-month timeline.

Critical Vacancy Identified by AA/RA – For critical vacancies where a program/region knows a position will be filled once the hiring freeze is lifted, the AA/RA can submit a justification to the CHCO requesting approval to post a vacancy. In those situations, recruitment activity can proceed up to the point of selection. If the freeze is still in place, no tentative offer will be made until the freeze is lifted. Please be clear with applicants that a final hiring decision is subject to lifting of the hiring freeze by OMB/OPM.

Pathway Internships – These actions may proceed.

I appreciate your continued support and cooperation in following the above guidance during this hiring freeze. I will continue to share additional information provided by OPM/OMB. Please let John or myself know if you have any questions.

Message

From: Krehbiel, Ben [Krehbiel.Ben@epa.gov]
Sent: 6/28/2017 1:51:12 PM
To: Cooper, Jonathan [COOPER.JONATHAN@EPA.GOV]
CC: Price, Patricia [price.patricia@epa.gov]; Flournoy, Luetta [Flournoy.Luetta@epa.gov]
Subject: FW: Update on Region 7 VERA/VSIP Proposal

From: Brincks, Mike
Sent: Thursday, June 08, 2017 2:03 PM
To: R7 EPA MassMailer <R7_EPA_MassMailer@epa.gov>
Subject: Update on Region 7 VERA/VSIP Proposal

R7 Colleagues,

In follow up to the All Hands meeting on May 23rd, each of you should have received an EPA Mass Mailer e-mail from Acting Deputy Administrator Mike Flynn on June 1, 2017, confirming that the Agency plans to offer VERA/VSIP. As outlined in the message, after national discussions with the Unions, an Agency-wide VERA/VSIP package will be submitted in late June to the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB).

Upon approval by Headquarters, OPM and OMB, Region 7 plans to offer a total of 45 VERA/VSIP opportunities to 168 non-SES positions which include most - but not all - of those who are eligible for either a Regular Retirement or an VERA (Early) Retirement. If you have questions regarding your potential eligibility for VERA/VSIP, please contact the deputy director in your division/office. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

In developing the VERA/VSIP business case, the Agency is considering multiple factors including increasing supervisor to staff ratio; consolidating support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; focusing on core business functions, programmatic and STEM priorities, and consolidating and streamlining programs and functions.

More information is available at the Agency's current VERA/VSIP site:

[http://](#) **Ex. 6 - Personal Privacy** Please check this site for updates as more information and tools become available. We will continue to provide the most up to date information as it applies to EPA Region 7 employees – so stay tuned!!

In addition to the information provided on the Agency's VERA/VSIP site as well as local updates, the Shared Service Center will also be delivering VERA/VSIP informational sessions. Please watch for subsequent messages with dates and times.

In partnership with the Unions, Region 7 also plans to provide a panel discussion with former Region 7 employees.

If all proceeds as currently planned, the Agency's effective date for most employee separations is targeted for early September 2017, which is a very aggressive timeline. If you are considering applying for VERA/VSIP, NOW is the time to start any due diligence and evaluation.

In addition, now is also a good time to get a start on determining the proper disposition of all of your paper, emails and other electronic documents. Records management guidance is available on

R7@Work: <http://>

Ex. 6 - Personal Privacy

If you have

questions about records management, see the contacts listed below.

Division or branch records POC:

<http://>

Ex. 6 - Personal Privacy

Litigation holds and attorneys: <http://>

Ex. 6 - Personal Privacy

Other Region 7 Records Contacts:

Records Liaison Officer: Jolleen Kieslich x7108

CBI Coordinator: Carmen Hullaby x7070

General Law Attorneys

Alyse Stoy x7826

Lucretia Myers x7917

As a reminder, the following VERA/VSIP definitions and eligibility criteria are provided:

Voluntary Early Retirement Authority (VERA)

Allows agencies to temporarily lower the age and service requirements for retirement eligibility. VERA encourages more voluntary separations and helps the agency complete the needed organizational changes with minimal disruption to the work force. By offering these short term opportunities, an agency can make it possible for employees to receive an immediate annuity years before they would otherwise be eligible.

Voluntary Separation Incentive Payments (VSIP)

Also known as buyout authority, allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to \$25,000 as an incentive to voluntarily separate. The employee must volunteer to separate by resignation, optional retirement, or by voluntary early retirement. By allowing employees to volunteer to leave the Government, agencies can minimize or avoid involuntary separations through the use of costly and disruptive reductions in force (RIFs).

Retirement Eligible

Meets age and service requirements for eligibility for regular retirement without a buy-out.

No reduction in annuity (Except FERS retiring under MRA + 10 years of service)

Optional (Or Regular) Retirement

(Must meet one of the age and service requirements below on the date of separation)

CSRS Eligibility

Age 62 with 5 years of service

Age 60 with 20 years of service

Age 55 with 30 years of service

Age 50 with 20 years of service (law enforcement officer)

FERS Eligibility

Age 62 with 5 years of service

Age 60 with 20 years of service

Minimum Retirement (MRA varies by birth year) with 30 years of service

MRA with 10 years of service (with reduced annuity)

VERA Eligibility:

The employee must:

Meet the minimum age and service requirements and be:

- At least age 50 with at least 20 years of creditable federal service, or

- Any age with at least 25 years of creditable federal service;
Have served in a position covered by the OPM authorization for the minimum time specified by OPM (usually 30 days prior to the date of the agency request);
Serve in a position targeted by the agency's VERA plan; and
Separate by the close of the early-out period.

VSIP Eligibility:

The employee must:

Meet the minimum age and service requirements and be:

- At least age 50 with at least 20 years of creditable federal service, or

- Any age with at least 25 years of creditable federal service;

Have served in a position covered by the OPM authorization for the minimum time specified by OPM (usually 30 days prior to the date of the agency request);

Serve in a position targeted by the agency's VERA plan; and

Separate by the close of the early-out period.

For additional information, please contact the SSC/Benefits Office Points of Contact listed below:

Sue Mairose
Branch Chief, Employee Benefits
Environmental Protection Agency
Cincinnati HR Shared Service Center

Cheryl Thomas
Lead Human Resources Benefits Specialist
U.S. Environmental Protection Agency
Cincinnati HR Shared Services Center

Or

Benefits Common Line (513) 569-7699

Benefits email box: CIN_HRSSC_Benefits_Central@epa.gov

Again, as more information becomes available, we will provide you with the latest updates in assisting you with this most important and time critical process.

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitute 40% of our

workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0

D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. A – B – C – D - E
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.